

# THE PUBLIC RELATIONS JOURNAL

OF THE AMERICAN COUNCIL  
ON PUBLIC RELATIONS

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**"THE GREATEST SINGLE NEED IN  
THE PUBLIC RELATIONS BUSINESS"**

(The Council Acts on Amalgamation)

By GEORGE W. KLEISER

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**VOLUME 2  
JUNE**

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## TABLE OF CONTENTS

	<i>Page</i>
THIS ISSUE OF THE JOURNAL . . . . .	1
THE PRESIDENT'S REPORT . . . . .	2
<i>By Rex F. Harlow</i>	
THE SECRETARY-TREASURER'S REPORT . . . . .	9
<i>By John E. Pickett</i>	
THE GEATEST SINGLE NEED IN THE PUBLIC RELATIONS BUSINESS . . . . .	15
<i>By George W. Kleiser</i>	
MEET THE COUNCIL OFFICIALS . . . . .	20
WE ARE NEWSMEN, TOO . . . . .	27
<i>By Paul O. Ridings</i>	
INDUSTRY CASTS IT LOT WITH PUBLIC RELATIONS . . . . .	29
<i>By L. Richard Guylay</i>	
WHY WE BELIEVE—A STUDY IN THE PATHOLOGY OF PUBLIC OPINION . . . . .	33
<i>By Ben S. Trynin</i>	
THE WEATHERVANE . . . . .	36
<i>By Virgil L. Rankin</i>	
ARMY AIR CORPS PUBLIC RELATIONS . . . . .	39
<i>By Major Thomas J. Bole</i>	

## THE PUBLIC RELATIONS JOURNAL

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THE  
Public Relations  
JOURNAL

Volume 2

JUNE, 1946

Number 6

*This Issue of the Journal*

THIS ISSUE of the *Journal* is performing a slightly different function than usual. In the succeeding pages are reports of what transpired in the Council's 7th Annual Membership Meeting, held in San Francisco May 20. Not the whole issue is devoted to the meeting, however; three or four articles follow the reports in the latter part of the issue.

There are two reasons why the June *Journal* is being made a Council issue. One is that the matters which came before this year's annual membership meeting are of wide interest to public relations people, whether they are members of the Council or not. The plans under way to effect an amalgamation of the three national public relations organizations, and the president's report of his trip to New York and Washington where he met with the presidents of the other two national organizations to discuss these plans, are cases in point.

The second reason for using so much space in this issue to discuss Council affairs is that our headquarters has received many requests for specific information about our organization. Even many public relations men and women who have been members of the Council

for years know too little about its actual operations. Hence they are eager to learn more about the organization. This interest apparently extends to subscribers of the *Journal* as well.

And so it is thought by trustees, officers and members of the editorial staff of the *Journal* that this issue should provide a full and complete account of what transpired at the annual meeting. The reports of the President, the Secretary and the Treasurer, and the analysis by George W. Kleiser of the amalgamation plan give the reader a brief look back over the Council's seven years of operations and a glimpse of the organization today as a going concern. They deal with memberships, enrollments in the correspondence course, finances, the enlargement and composition of the board of trustees, the new officers elected for the year, the attitude of members toward the services performed by the Council, and other interesting information.

Each year in the future the June issue of the *Journal* will be a "Council issue." The other eleven issues during the year will continue to contain the kind of material that has been appearing in the publication regularly.

# The President's Report

The Annual Report of the President of the American Council on Public Relations, presented at the opening of the Seventh Annual Membership Meeting.

THIS HAS BEEN the Council's best year. Membership has increased substantially. A new monthly magazine, *The Public Relations Journal*, was successfully launched. The three Council Chapters were expanded and established on a sounder base. The correspondence course showed excellent growth, with a goodly number of enrollees completing the course. The first Annual Award was granted to the person in America who contributed most educationally and scientifically during the year to public relations. A comprehensive research program was set in operation. The staff was enlarged and the work of the Council extended into all but two states. A Downtown Evening Course—the twenty-second offered by the Council in the nation and the fourth in San Francisco—was conducted and a summary of lectures and discussions published and distributed to members. A successful conference was held in Sacramento, attended by government as well as business leaders. Two books in the Harper Series were set in type ready for printing, another is being set, and three more manuscripts are nearing completion.

The above recitation has to do only

Two official reports of the Council are included in this issue of *The Journal*: the report of the President, and report of the Secretary-Treasurer. The President's Report and the Report of the Treasurer were presented at the opening of the Seventh Annual Membership Meeting.

The Report of the Secretary was written following the Membership Meeting, and at the conclusion of the first official session of the Executive Committee of the new Board of Trustees. It summarizes the proceedings, motions, resolutions and discussions of the Membership Meeting and reports the actions of the Executive Committee.

with tangibles. Possibly even more important are the intangible developments of the Council during the year. One of the most significant of these is the growing recognition, on the part of public relations men and women throughout the nation, of the important work the Council is doing. This in turn is removing prejudices and breaking down oppositions which for several years have been retarding influences in carrying on Council activities. A second resultant is that certain top leaders who heretofore have been disposed to hold themselves aloof are now joining the Council and giving its officials and staff encouragement and support. More substantial people in public relations are expressing appreciation for the constructive and necessary function the Council is performing as an educational and scientific organization.

A brief look back over the seven years of the Council's existence reveals some of the reasons for the above developments.

The organization was brought into being to undertake research and provide instruction for persons interested in public relations. It was born in an academic atmosphere. From the beginning it concerned itself with the need of defining the function of public relations, establishing a broader and deeper understanding of the principles, practices and tools of the field, and producing a sound literature to guide public relations workers and those who employ their services. Short courses were offered and memberships were invited.

The venture piqued the interest of workers in public relations. Top management accorded it some attention. And a

few educators took note of its efforts. In a single year Council operations expanded across the nation.

Then the inevitable happened. The new wore off. Personalities and ambitions began to clash. Mistakes were made in important operations. Certain leaders in the field became critical and began to withdraw support. The Council was dubbed "theoretical," "impractical," "too interested in principles and not enough in real problems."

The course on which the organization had embarked was continued, however. Short courses were held regularly from coast to coast. Summaries of lectures and discussions were published and distributed widely. A monthly bulletin was launched to present interesting and informative notes on what was being said and done by competent workers in the field. An agreement was reached with the New York publishing firm of Harper and Brothers to publish a series of 25 books on public relations. More public relations men and women over the country were invited to become members.

### Caught Nation's Fancy

Public relations caught the fancy of the nation. The outbreak of war accentuated the need for public relations in the affairs of all people and institutions. The war's end brought with it a tremendous increase in public relations activities. People from all walks of life entered the field. Large salaries and fees became the order of the day. Public relations counselors and staffs sprang up on all sides. Thousands of men and women from the armed services clamored for a place in the rising public relations profession.

Two other national organizations, one several years old, the other new, began to offer services to public relations workers. Much publicity attended their efforts and work. Confusion as to which was the national public relations organization in the country became general.

Through all these days of expansion

and excitement the Council carried on as usual. It did not swerve from the course as laid down in the beginning. It published its monthly bulletin. It encouraged the production of book manuscripts for publication when the lifting of war restrictions would permit. It inaugurated a research program. And it established a monthly journal through which the constructive thinking of able writers could find expression.

### A Safe Foundation

The net result, emerging from the whirl of activities and developments, standing out of the confusion and uncertainty, has been good. The solid core of the Council's purposes and achievements provides a safe and constructive foundation on which respectable and God-fearing public relations men and women can stand today with safety and credit to themselves and their work.

This fact has begun to be widely recognized by public relations people and top management alike. It is the basis for the recent swing to the Council of the thoughtful elements in these groups. People who are deeply interested in public relations, who want to see it exercise the influence it should in our national life, are identifying themselves with the Council. They want to join in strengthening the organization which is helping give character, stability, and dignity to the public relations calling. They are interested, to be sure, in the tangible services the Council provides. But even more they are interested in giving support to and becoming a part of the national organization which is devoting its attention to the fundamental needs and opportunities in their field of endeavor. They have become convinced that the services performed by the Council are needed and should be supported.

### Membership

Membership of the Council, as of April 30, was 630. This represents an increase

during the year of 154, or roughly 33 per cent. An analysis of membership, by title or position, and under eight broad heads follows:

### Business and Industry

<i>Title or Position</i>	<i>Number</i>
Chrm. of Brd., Pres., Partner,	
Exec. V. P. . . . .	53
Vice Presidents . . . . .	43
Treas., Secy-Treas., Exec. Secy. . . . .	11
General Manager, Manager . . . . .	34
Assistant Vice President . . . . .	5
Director of Public Relations . . . . .	101
Asst. Director of Public Relations . . . . .	2
Dir. of Adv. and Sales Promotion . . . . .	24
Public Relations Staff . . . . .	51
Dir. of Press Relations, Publicity	
Director . . . . .	10
Personnel Director . . . . .	5
Director of Industrial Relations . . . . .	2
Industrial Editor . . . . .	4
Director of Research . . . . .	3
Economist, Gen. Counsel, Dept.	
Head . . . . .	5
Sales Representative . . . . .	1
Not Classified (as to title or position) . . . . .	15
<b>Total . . . . .</b>	<b>369</b>

### Public Relations Organizations and Individuals

President, Owner, Partner . . . . .	33
Vice President . . . . .	4
Executive Director . . . . .	1
Public Relations Consultant . . . . .	40
Industrial Relations Consultant . . . . .	1
Staff Members . . . . .	4
Dir. of PR (Adv. agency) . . . . .	4
<b>Total . . . . .</b>	<b>87</b>

### Field of Education

President . . . . .	5
Dean of School, Superintendent . . . . .	2
Professor, Faculty Member, Head of Department . . . . .	10
Director of Public Relations . . . . .	8
Director of Publicity, News Service . . . . .	6
Director of Community Service . . . . .	1

Librarian . . . . .	2
Alumni Secretary, Secretary . . . . .	3
<b>Total . . . . .</b>	<b>37</b>

### Non-Profit Organizations

<i>Title or Position</i>	<i>Number</i>
President . . . . .	2
Assistant to President . . . . .	1
Manager . . . . .	1
Executive Secretary, Secretary . . . . .	5
Public Relations Director . . . . .	7
Staff Executive . . . . .	6
Staff Member . . . . .	1
Personnel Manager . . . . .	1
Librarian . . . . .	2
<b>Total . . . . .</b>	<b>26</b>

### Trade Associations

Chairman, President . . . . .	5
Exec. Vice Pres., Vice Pres. . . . .	7
Exec. Dir., Exec. Secy., Secy., Secy.-Treas., Manager . . . . .	30
Asst. Director, Asst. Secretary . . . . .	4
Dir. of PR, Asst. to Pres. . . . .	6
Asst. Dir. of PR, Secy. of PR. Com. . . . .	2
Publicity Director . . . . .	2
Staff Member . . . . .	1
Editor of Journal . . . . .	1
<b>Total . . . . .</b>	<b>58</b>

### Research Organizations

President . . . . .	2
Vice President . . . . .	1
Director . . . . .	1
Partner . . . . .	1
<b>Total . . . . .</b>	<b>5</b>

### Government

Chief of Information Division . . . . .	1
Director of Public Relations . . . . .	2
Chief of Economic Section . . . . .	1
Navy Officer . . . . .	1
Army Director of Information . . . . .	2
War Manpower Com. Div. of Info. . . . .	1
Govt. Director of Information . . . . .	3
Maritime Commission . . . . .	1

Secretary of Government Bureau . . . . .	1
Government Commission . . . . .	1
Government Agency . . . . .	1

Total . . . . . 15

#### Otherwise Unclassified

Title or Position	Number
Army Personnel . . . . .	7
Navy Personnel . . . . .	3
Coast Guard Personnel . . . . .	1
Director Public Relations, Chamber of Commerce . . . . .	1
Attorney . . . . .	1
Miscellaneous . . . . .	20

Total . . . . . 33

Grand Total . . 630

No unusual effort was made during the year to secure members. The growth achieved was consequently sound and likely will be permanent. The Executive Committee of the Board of Trustees has approved plans to undertake a membership campaign by inviting each present member to secure at least one additional membership application from an eligible public relations worker. This should result in a substantial increase of members during the next year. The goal that has been set is 1000 members by 1947.

#### Chapters

Organization of new Council chapters was not pushed during the year. However, the chapter in Chicago was officially started, and was granted its charter. Officers were elected and three splendid meetings held. The speaker at the first meeting was Elmer Davis, Director of the Office of War Information during the war; at the second meeting, James W. Irwin of New York, a member of the Board of the Council; and at the third meeting, Donald R. Richberg, well-known Washington attorney and federal official, also a member of the Council's Board. The President of the Chicago Chapter forecasts that a membership of 500 will be built by the chapter in time.

The two older chapters in San Francisco and Los Angeles have carried on regularly during the year. They have held monthly meetings, conducted special affairs, and undertaken a limited amount of research.

The Los Angeles Chapter has an outstanding achievement to its credit for the year. It sponsored and carried through to completion courses in public relations at the University of Southern California, providing lecturers from its ranks. The courses are offered for credit by the University.

#### "The Public Relations Journal"

The *Journal*, a monthly periodical devoted to matters of educational, scientific and practical interest to workers in public relations, was launched October 15. The first issue was enthusiastically received by all who saw it, and subsequent issues have been accorded commendation by a steadily enlarging number of readers. In addition to being sent to all members of the Council as a part of the services rendered them, the *Journal* has been offered to non-Council members on a subscription basis. A paid subscription list of 539 has been built up, and it is steadily increasing. Thus the total distribution of copies of the *Journal*, as of April 30, was 1169. In the eight issues published to date there have appeared contributions from more than 50 persons, including some of the foremost figures in public relations.

#### "Publics"

The monthly bulletin, *Publics*, has been published regularly each month. Establishment of the *Journal* called for some modification in its distribution, however. The mailing of *Publics* has been restricted to members of Standard grade and above, with Associate members receiving it by subscription only. Despite the warm approval accorded the *Journal*, members retain their liking for the bulle-



tin. They consider it one of the constructive services provided by the Council.

### Correspondence Course

The correspondence course, "Public Relations in Action," inaugurated in 1944, was in active operation during the year. Enrollees have done consistently high grade work. Ninety-three were enrolled as of April 30. A number of them are approaching completion of the course.

The quality of enrollees is conspicuously high. As revealed by the data presented below, aside from the 30 enrollees who are members of public relations staffs of business and industrial organizations, and the 6 who are classified as miscellaneous, 57 are from top management. And among the 36 a considerable number are executives who have responsibility for the direction of specialized public relations functions. Nearly all the enrollees are college graduates, and hardly any have less than a year's experience in public relations work. Following is a breakdown of enrollees, by title or position:

<i>Title or Position</i>	<i>Number</i>
Director of Public Relations . . . . .	16
Staff (Public Relations) . . . . .	30
Manager, Business . . . . .	14
Public Relations Consultant . . . . .	5
President, Business . . . . .	3
Vice President, Business . . . . .	4
Assistant to President . . . . .	1
Director of Advertising . . . . .	3
Director of Industrial Relations . . . . .	1
Editor of house organ . . . . .	1
Department Head . . . . .	1
Owner, Business . . . . .	1
Manager, Trade Association . . . . .	1
Government Agency Head . . . . .	1
Army Personnel . . . . .	1
Navy Personnel . . . . .	2
Attorney . . . . .	2
Miscellaneous . . . . .	6
Total . . . . .	93

Only persons with mature minds are taking "Public Relations in Action." The course, as evaluated by experienced educators, is considered to cover work equivalent in content and quality to that required for a Master's degree in a first grade university. That so many of the enrollees are experienced public relations practitioners is evidence that they recognize its quality and are making the most of the values it has to offer.

### Board of Trustees

Under the authority of the resolution increasing the size of the Board, voted at the Sixth Annual Meeting of members, two new trustees were appointed. One, Dr. Raymond W. Miller, is a public relations consultant of Washington, D. C. The other, James W. Irwin, is a public and employee relations consultant of New York.

Two resignations are being submitted for action at this annual meeting. Trustees George W. Kleiser of San Francisco, and Stuart O'Melveny of Los Angeles, are withdrawing from the Board. Both are Sustaining members. Mr. Kleiser has been a staunch supporter and Vice President of the Council since its inception. His counsel and aid have been invaluable. Mr. O'Melveny has also rendered constructive service during the year he has been a member. Both are withdrawing because they believe the majority of the Board should be active public relations workers rather than top management executives.

The three-year terms of Trustees Donald R. Richberg of Washington, D. C., S. B. Mosher of Los Angeles, and Thomas D. Griffin of Chicago, are expiring. Thus five trustees are to be elected this year.

It is recommended by the Executive Committee of the Board that the size of the Board be increased. The purpose is to provide a wider representation of the membership. The Committee agrees with Trustees Kleiser and O'Melveny in emphasizing the desirability of drawing



trustees from the ranks of active public relations workers.

### The Staff

During the year one important change was made in the staff. January 1, Virgil L. Rankin resigned as Director, to engage in private public relations counseling work. However, he consented to continue as Managing Editor of *The Public Relations Journal* and *Publics*. The Executive Committee is hopeful of inducing him to resume the duties of Director, at least on a part time basis.

Ben S. Trynin has served as Director of Research, A. L. Berg as Assistant Treasurer, and D. A. McLean as Assistant to the Director. For the past three months Thomas R. Edwards, Jr., has been Director of Education. Margery Sutton has recently joined the staff as Membership Secretary and Cashier.

### Research Program

Under the direction of Ben S. Trynin, the Council launched a 1945-46 research program. It provided for investigation of six special public relations topics, selected from returns on a questionnaire sent to members of the Council. A brochure containing a full report on the questionnaire and its results was published and distributed to members.

### Survey Made

Subsequently a survey was made among members of the Council and 500 non-member business and industrial firms on the first of the six topics. This topic was, "How do various companies handle their public relations programs? What are their objectives, staffs, duties, procedures?" From returns on this survey a preliminary report has been made on 18 of the interesting—and most significant—replies received. It was published in the April issue of *The Public Relations Journal*. Final returns of the survey will be made public later.

As facilities permit, the remaining five

topics of the research program will be handled.

Some interesting research work has been carried on during the year by research committees of Council chapters. Reports on the results will be made when returns are available.

### The Harper Series of Books

Due to war shortages of paper no books in the Harper series were published during the year. However, considerable progress was made on the series. Three books are in actual production. Two are expected to be ready for distribution by fall and the third, a general textbook, shortly after the first of next year.

Several additional manuscripts are under way, with three nearing completion. If the current stringent paper shortage eases, several new volumes could be added to the series during 1947.

### Annual Award

The first Annual Award of the Council to the person in America who during the year contributed most educationally and scientifically to public relations was made to Dr. Raymond W. Miller of Washington, D. C. He was nominated for this honor by a ballot of members. He received the award at a banquet held at St. Francis Hotel, San Francisco, September 20. A large gathering, including many distinguished citizens, was in attendance. Dr. Miller was showered with congratulations from the Governor of the State, the Mayor of San Francisco and national leaders.

It is planned to make the award an annual affair of the Council.

### Employment and Counseling

The tremendous influx of veterans greatly increased the employment and counseling work of the Council during the year. Location of Council headquarters in San Francisco has been responsible for visits by large numbers of persons who were being mustered out of the

armed services. The staff has assisted hundreds of such persons through personal counseling and efforts to procure employment for them.

A number of veterans and others have been placed in positions. But the excess of available personnel over available positions has reduced to a small figure the percentage of such persons assisted.

### Amalgamation Plans

Administrative forces of the Council have long believed that the confusion and uncertainty created by three national public relations organizations are harmful to the public relations field. From time to time unsuccessful efforts have been made by Council officials to help change the undesirable situation. Finally, the latter part of April, the President of the Council flew to New York to confer on the matter with the presidents of the other two national organizations.

The three presidents met in conference and discussed the feasibility of amalgamating their organizations. They agreed that such a move is desirable and decided to recommend to their respective boards and memberships that an amalgamation be undertaken.

If the three boards approve this recommendation it is expected that representatives from each organization will be appointed to form a committee to develop an amalgamation program for submission to the combined memberships of the organizations.

The desirability of drawing together all the constructive forces of public relations under one banner seems obvious.

The proposed amalgamation, therefore, appears very desirable. Some time may be required in achieving it, but the effort required in bringing it about will be more than justified.

### Keen Interest

The great interest of members in amalgamation is evidenced by the large number of letters on the subject received at Council headquarters. Almost universally these letters contain approval of the general idea but urge the exercise of wisdom and care in carrying on negotiations with the other national bodies. Nearly all point out the need of preserving the constructive services performed by the three organizations at the same time that certain individual organization prerogatives may have to be surrendered.

### Council Goes Forward

Despite the keen interest which Council officials have in amalgamation, work of the Council will continue to be carried forward with all vigor. We enter the year ahead with optimism and confidence. Our services should show a marked improvement, our membership should be enlarged, and all of us connected with the Council should benefit from it in many ways. With continued support and cooperation from our members there is every reason to believe that we face a new high in growth and achievement.

Respectfully submitted this 20th day of May, 1946.

REX F. HARLOW,  
President.

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### HAVE WE TIME?

*"Over all our efforts in the years immediately ahead will hang this threatening question: Have we time? Fear and uneasiness will dog the steps of this generation like menacing shadows. There will be no escape from them. Perhaps, as Einstein has said, they will act as a spur in our efforts to achieve a united world. But unless we succeed in building a moral basis for such a world, even the spur of fear will not get us very far."*—RAYMOND B. FOSDICK, President, The Rockefeller Foundation.

# The Secretary-Treasurer's Report

## REPORT OF THE TREASURER

THE FINANCES OF THE COUNCIL are in a healthy condition. Cash in the bank amounts to more than \$2,200, and collectible accounts receivable to more than \$7,000. This provides a current working capital of close to \$10,000. Thus the Council's assets are considerably in excess of liabilities. If liquidation were called for it could close its affairs with a healthy balance to its credit.

During the past year expenses were held substantially below income. Membership fees were the largest item of income, producing more than \$18,000. Next in order were *The Public Relations Journal*, which produced more than \$4,000 and the correspondence course on which the Council received more than \$3,500.

### Increased Membership

A comparison with last year's income figures shows that membership fees increased more than \$5,000, although the total income for the year—in excess of \$26,000—was essentially the same as for last year.

Expenses for the year of slightly more than \$21,000 were almost \$3,000 less than for last year. Expenses incurred in servicing members, and salaries, both show an increase over corresponding items last year, but only a few hundred dollars in each instance. A new item of expense in this year's statement is the more than \$3,300 spent on *The Public Relations Journal*.

The excess of income over expenditures during the year amounts to more than \$5,000, which is available for operations in the year ahead.

Like all other institutions, the Council

has been affected by the difficulties of reconversion. Paper shortages have hindered operations considerably. The largest single item which the Council purchases is books. It services members with books of the Harper Series, and twenty volumes of books are needed for each enrollment in the correspondence course. Fortunately, until the last sixty days, it has been possible to buy enough books to supply Council demands. Now, however, five titles used by the Council are out of print.

### To Safeguard Interests

It is necessary to maintain a substantial investment in books and printed material for the correspondence course. Inventory of these items at the moment amounts to more than \$6,800. Shortages of books will force an investment of approximately \$3,000 more in inventory, in order to safeguard the interests of members and enrollees.

Prospects are good for an increase of income in the year ahead. With the Executive Committee of the Board setting a goal of 1,000 paid members by the first of 1947, there appears likelihood of a substantial increase in income from this source. The correspondence course is scheduled to receive concentrated staff attention and effort. Negotiations which are under way with the University of California and other institutions hold considerable promise for an enlarged income from the course. The brisk flow of subscriptions to the *Journal* indicates that its circulation will grow substantially. Lines have been laid to secure several pages of advertising. Certain individual and institutional members of

the Council might take a tip from the interest being displayed by non-members in using the advertising columns of the *Journal*. It should be remembered in this connection, however, that only advertising from individuals and institutions

directly serving the public relations field is accepted.

Following are the statement of condition and the operating statement of the Council as of April 30:

#### Statement of Condition

<i>Assets</i>	
Cash in bank . . . . .	\$2,250.63
Cash on hand . . . . .	15.00
Accounts receivable . . . . .	7,244.78
Furniture and fixtures (less reserve for depreciation)	162.06
Total Assets . . . . .	\$9,672.47
<i>Liabilities</i>	
Accounts and taxes payable . . . . .	\$490.61
Total liabilities . . . . .	\$490.61

#### Operating Statement

MAY 1, 1945, TO APRIL 30, 1946

<i>Income</i>	
Income from correspondence course . . . . .	\$3,560.00
Summary sales . . . . .	265.58
Journal subscriptions and advertising . . . . .	4,188.87
Membership fees . . . . .	18,393.59
Total income . . . . .	\$26,408.04
<i>Expenses</i>	
Expense of courses . . . . .	\$1,884.92
Summary expense . . . . .	306.00
Journal expense . . . . .	3,353.33
Membership expense . . . . .	7,921.02
Salaries . . . . .	7,714.98
Total expense . . . . .	\$21,180.25
Amount available for operation . . . . .	\$5,227.79

NOTE: In addition to the above listed assets, the Council has an inventory of books and supplies amounting to \$6,854.85. Against this is chargeable the amount of \$2,025.28, a deferred liability covering the amount that would be required to complete present JOURNAL subscriptions and the course requirements of present enrollees in the correspondence course.

#### REPORT OF THE SECRETARY

THE SEVENTH ANNUAL MEMBERSHIP MEETING of the American Council on Public Relations convened in San Francisco at 2:30 p.m., May 20, in a spirit of subdued excitement. Gathered from East to West, members awaited expectantly the "full report" promised them by their President on the results of his amalga-

tion conferences in New York with the presidents of the other two national public relations organizations. They were not disappointed. President Harlow gave them an intimate, forthright account of what transpired at the meetings between him and Pendleton Dudley, President of the National Association of Public Rela-

tions Counsel, and George F. Meredith, President of the American Public Relations Association. A report on his account is contained in the article, *The Greatest Single Need in The Public Relations Business*, by George W. Kleiser, which appears in another section of this issue of the *Journal*.

### Two Trustees Resign

One of the interesting actions of members in the meeting had to do with Mr. Kleiser, whose resignation the President laid before those in attendance. A resolution, warm in praise of the services that Mr. Kleiser has performed as a trustee and vice president since the Council was founded, was passed by a rising vote. The resolution pointed out that "Mr. Kleiser's generous gift of \$7,500 to Stanford University in 1938, for the purpose of making a study of the relations between the daily newspapers and higher educational institutions on the Pacific Coast, laid the foundation for organizing the American Council on Public Relations, and his later gift to the University in 1940 of a like amount of money annually for a period of five years established a professorship of public relations in the University (which professorship was held by the President of the Council until his resignation from the University in 1944)."

The resignation of Trustee Stuart O'Melveny was also accepted, with regret and an expression of appreciation for the work he has done for the Council during his year on the Board. Both Mr. O'Melveny and Mr. Kleiser resigned from the Board because they believe that members of the Board of Trustees should be practicing public relations men and women. Both are sustaining members.

Complexion and size of the Board were considered by members. Impressed by the reasoning and example of the two top-flight executives in presenting their resignations from the Board, members passed the following resolution, amending Sections 2 and 3, Article II, of the By-Laws:

WHEREAS Council membership has increased substantially during the year; and distribution is from coast to coast and in Canada, with sizeable groups located in or near many of the metropolitan centers of the Eastern, Central, Middle Western and Pacific areas; and it is desirable that the Board of Trustees of the Council be truly representative of this widespread membership; and it is recommended that a greater number of members be drawn from the ranks of active public relations workers; therefore

BE IT RESOLVED that the Board of Trustees of the American Council on Public Relations be increased to 15 members: 5 to serve for a period of 3 years, 5 to serve for a period of 2 years, and 5 to serve for a period of 1 year, or until their successors shall have been elected or appointed. Present trustees shall serve for the unexpired portions of their terms of office, and vacancies in the Board, created by the passage of this resolution, shall be filled through due election process at the Seventh Annual Membership Meeting of the Council. At each succeeding annual meeting of members, 5 trustees shall be elected to serve for a term of three years to succeed those trustees whose terms have expired.

The resolution was passed. This meant that, with the retirement at this meeting of Trustees Donald R. Richberg, S. B. Mosher and Thomas D. Griffin, after their three-year terms, nine new trustees were to be elected. The following members were unanimously chosen:

### Elect New Trustees

Verne Burnett, Public Relations Counsel, New York City; E. A. Cunningham, Manager, Public Relations Department, Shell Oil Company, San Francisco; Hazel Ferguson, Assistant to the President and Director of Public Relations, Butler Brothers, Chicago; Don Gilman, Executive Vice President, Western Oil and Gas Association, Los Angeles; Holgar Johnson, President, The Institute of Life In-

insurance, New York; *Frank Reagan*, Vice President in Charge of Personnel and Public Relations, Pacific Telephone and Telegraph Company, San Francisco; *Conger Reynolds*, Director of Public Relations, Standard of Indiana, Chicago; *Ordway Tead*, Editor of Economic Books, Harper & Brothers, New York; *Edgar A. Waite*, Manager, Public Relations Department, Standard of California, San Francisco.

The following hold-over members and the nine above comprise the new 15-member Board:

*Rex F. Harlow*, Public Relations Consultant, San Francisco; *James W. Irwin*, Public and Employee Relations Consultant, New York; *Raymond W. Miller*, Public Relations Consultant, Washington, D. C.; *Henry E. North*, Vice President, Metropolitan Life Insurance Co., San Francisco; *John E. Pickett*, Editor, *Pacific Rural Press*, San Francisco; *Ray Wiser*, President, California Farm Bureau Federation, Berkeley.

### Board Elects Officers

At a meeting of the Board following the membership meeting, officers for the year were elected as follows: *Rex F. Harlow*, President; *Henry E. North*, Verne Burnett, *Conger Reynolds* and *E. A. Cunningham*, Vice Presidents; *John E. Pickett*, Secretary-Treasurer; and *Margery Sutton*, Assistant Treasurer.

### National Advisory Group

One member expressed the conviction that the Council should actively seek the best thinking of leaders in the various fields of endeavor in the nation. He moved that "the Board of Trustees be authorized to establish a National Advisory Committee of the American Council on Public Relations and appoint members from the fields of education, industry, finance, commerce, labor, agriculture, government, the press, radio, advertising, transportation, research, religion, art, insurance, the professions, social

service, and other substantial segments of our economy."

The motion was referred to the Board, which later instructed the Executive Committee to follow the suggestion of the maker of the motion, by preparing a list of possibly fifty eligible leaders and send it to Council members asking them to choose enough therefrom or suggest others to make an Advisory Committee of not less than fifteen nor more than twenty-five men and women.

### Membership Campaign

Another member made a motion "That the Board of Trustees appoint a Membership Campaign Committee to originate and institute a program designed to accomplish a membership goal of 1,000 members by April 30, 1947, the program to conform to the Council's policy of not using pressure methods, and to call for the cooperation and support of present Council members."

In discussing his motion the member said that quality of membership is to be more desired than mere numbers. But quality and quantity combined will provide the strength and resources to aid the Council in pursuing its well-defined objectives and policies.

### Largest in World

With a membership now of 630—larger than the combined memberships of the other two national associations, and making it the largest public relations organization in the world—and having had an increase of 33 per cent during the past year, the goal of 1,000 members within the next year should be easy of attainment—if a good plan were adopted and faithfully followed.

"Is there anyone better qualified to get a new Council member than the one who is now a Council member?" asked the maker of the motion. "Present members know the high aims, principles and objectives of our Council. They not only know the tangible values and benefits of Coun-



cil membership but they know the work the Council is doing to create broad understanding in the field. I submit that each of our present Council members knows at least one person—an associate, a friend with a keen interest in public relations, one who will value Council membership and is eligible to hold such membership. All that is required to reach the goal of 1,000, I believe, is to make an organized effort—*through our present members.*”

#### Committee Named

Enthusiastic applause greeted these remarks, and the motion was unanimously passed. Subsequently the Board of Trustees selected the following committee from the Council membership: E. A. Cunningham, San Francisco, *Chairman*; Charles Dana Bennett, Washington, D. C.; Verne Burnett, New York City; E. M. Claypool, Chicago; Milton Fairman, New York City; Hazel R. Ferguson, Chicago; Don E. Gilman, Los Angeles; Lloyd E. Graybiel, San Francisco; Theodore G. Gross, Los Angeles; Richard B. Hall, Washington, D. C.; Charles W. Horn, Los Angeles; James W. Irwin, New York City; A. R. Kornguth, Chicago; Raymond W. Miller, Washington, D. C. and Henry E. North, San Francisco.

(Note: As this issue of the JOURNAL is going to press acceptances are coming in rapidly from appointees to the committee; and already two of the committeemen have turned in six new applications—one four, the other two.)

Aside from the official acts performed by members in the meeting, the spirit of the occasion was stimulating. All present seemed to feel that the Council is beginning to achieve something of the high destiny envisaged for it from the day of its founding. Expressions of commendation for the numerous pioneer services it has performed for public relations were freely made. Members spoke with satisfaction of the solid foundation of professionalism that the Council has given to workers in

the field. They referred particularly to the courses that have been conducted, the *Journal*, the books of the Harper series, and the monthly bulletin *Publics*.

Their remarks paralleled comments made in some of the letters received by the President from members expressing their views on the amalgamation of the three national organizations. The following are typical of these comments:

#### From Members' Letters

“... You have two outstanding features... I refer to the correspondence course and the *Journal*. I single them out without intending to slight the Council's other activities...”

“I have received a lot of benefit from the mailings and publications which you send regularly and they have been very helpful in directing my personal thinking on good public relations.”

“I would like to take this opportunity of commending the Council for a very excellent job of disseminating public relations information. If I had the financial ability to place every conscientious American on our membership list, I wouldn't hesitate for a moment to spend the money...”

“... worthwhile publications and other helps have been characteristic of the American Council.”

“... this is proof that the idea behind the establishment of our organization is sound, that there was a job to do and that that job is being done in a very satisfactory manner.”

#### Says: “Outstanding Job”

“... The Council has done one of the most outstanding jobs in America in regard to public relations—it is putting a soul into the profession. Without its clear thinking in this regard it is my opinion that public relations by this time would have reached such a low ebb in popular favor that the name would have been largely discarded by those interested in the ethical functioning of a profession.



Your publications, schools, conferences and other instrumentalities and techniques have done much to set the sights high in regard to public relations as a career."

### Council Forging Ahead

One sentiment, expressed in the President's report and echoed by members on all sides, was that amalgamation will be fine if it can be effected on a constructive basis. But regardless of the outcome of negotiations looking to that end, the Council will move ahead vigorously with its own affairs. Everybody exuded optimism and confidence: The Council is going places; it is in a healthy, growing condition; it is maturing very rapidly and satisfactorily.

In the course of reading his prepared report the President made an aside statement that he intended to retire from the presidency at this year's meeting. He said that half of his time for seven years was as much as he could afford, or should be asked, to contribute to the Council. In the later meeting of the Board of Trustees, however, he consented to continue for another year, or such portion of the year as proved necessary, to help carry through plans for amalgamation.

A factor which contributed heavily to Dr. Harlow's decision to remain as presi-

dent was the agreement of Virgil L. Rankin to return to the Council as Director. The Executive Committee and Mr. Rankin reached an agreement that he would take over again at Council headquarters on June 1, retaining at the same time some of his private counseling work. The high quality of the services he performed during the year and a half he was Director was warmly praised by the officers and trustees, who look forward to a another good year with him at the helm. On the staff with him will be Miss Dora A. McLean, Assistant to the Director, and Miss Margery Sutton, Assistant Treasurer and Membership Secretary. Headquarters will remain at 369 Pine Street, San Francisco.

The Council staff plans to devote considerable attention during the year ahead to the Council's chapter program. Present chapters have the following presidents: Edmund A. Cunningham, Shell Oil Company, *San Francisco*; Theodore Gross, Southern California Gas Company, *Los Angeles*; E. M. Claypool, Illinois Central System, *Chicago*. All these men have announced that they look forward to a big year in their organizations.

JOHN E. PICKETT,  
Secretary-Treasurer.

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### HERE IS A MAN

*"Here is a man who was born in an obscure village. He never wrote a book. He never held an office. He never went to college. He never traveled 200 miles from the place where He was born. He never did one of the things that usually accompany greatness. Nineteen wide centuries have come and gone. Today He is the centerpiece of the human race and the leader of the column of progress. I am far within the mark when I say that all the armies that ever marched, and all the navies that ever were built, and all the parliaments that ever sat, and all the kings that ever reigned, put together, have not affected the life of man upon this earth as powerfully as has that one solitary life."*—PHILLIPS BROOKS.

## "The Greatest Single Need In The Public Relations Business"

The Subject of Amalgamating the Three National Public Relations Organizations is discussed by a man who has played a conspicuous part in helping organize and build one of these organizations—The American Council on Public Relations.

By **GEORGE W. KLEISER**

President, Foster and Kleiser Company, San Francisco

THE TITLE OF THIS ARTICLE is taken from the last line of a letter written by the assistant director of public relations of one of America's great corporations to the President of the American Council on Public Relations. The letter was in answer to a communication from President Rex F. Harlow to members of the Council upon his recent return from a trip to New York and Washington. While East he conferred with President Pendleton Dudley of the National Association of Public Relations Counsel, and President George F. Meredith of the American Public Relations Association, on the possible amalgamation of those two organizations and the Council. His letter discussed this fact and invited membership comment on the amalgamation.

In the body of his answer the assistant director of public relations said:

"As the public relations field grows in importance in the industrial picture, a single organization, as I see it, is a must. I think deep consideration should be given to the character of the membership and that it should exclude, if at all possible, allied trades. That has been the great difficulty in many of the advertising organizations.

"I believe also it would be wise to have two separate divisions in such an organization—one for counsels, the other for corporate public relations people. There is an overall mutual interest and a rather sharp cleavage between the specific interest of the two groups."

Is the public relations official right? Is amalgamation of the three national public relations organizations the greatest single need in the public relations business? Answers to these questions may vary with the persons who try to answer them. But if any one doubts that amalgamation is an issue in the minds of the public relations men and women of the nation today that doubt would have been dissipated had he been able to attend the Seventh Annual Membership Meeting of the Council in San Francisco on May 20. Or if attending that meeting would not have made him a believing instead of a doubting Thomas, a reading of the more than 200 letters which President Harlow received in answer to his request for an expression on the amalgamation from members of the Council would surely turn the trick.

Dr. Harlow's communication to members preceded the annual meeting by more than two weeks. And so those in attendance were prepared to express their settled views on amalgamation. There was a good attendance, with representation from New York, Chicago and various centers on the Pacific Coast. Discussion was spirited and in the main constructive. Approximately an hour was devoted to the subject.

Discussion began when the Chairman of the Resolutions Committee presented the following resolution:

WHEREAS, the American Council on Public Relations has, since its inception, been animated by a desire to build soli-

parity in the field of public relations through the development of a broad understanding of public relations, its principles, functions, practices, and techniques; and

WHEREAS, there are other public relations organizations, national in scope; and

WHEREAS, in the present period of confusion and rapid expansion in the field of public relations it appears desirable to draw all the constructive forces in the field into one united group, retaining the best services of each in a program designed to secure for public relations full public acceptance and understanding; therefore

#### Resolution

BE IT RESOLVED, that the membership of the American Council on Public Relations, in official session, approves in principle the proposed merger of the National Association of Public Relations Counsel, the American Public Relations Association, and the Council; and

BE IT FURTHER RESOLVED, that should either of the other two named national associations fail within a reasonable time to obtain from its governing body or membership approval similar to that expressed in this resolution, the Executive Committee of the Council shall proceed to negotiate with the remaining association; and

BE IT FURTHER RESOLVED, that the Executive Committee be authorized to appoint 3 members as its representatives to meet with a like number of representatives from either or both of the other two named associations for the purpose of developing an acceptable plan of amalgamation to be recommended to the membership of the bodies acting. It is understood that this resolution does not propose, sanction or authorize any action prejudicial to the principles or objectives of the Council or the interests of its membership.

One of the members asked if the other

two national organizations were the only ones in the nation similar to the Council or if there were others in existence with like principles and services.

Dr. Harlow replied that as far as he knew the National Association of Public Relations Counsel in New York, the American Public Relations Association in Washington, and the Council are the only three general public relations organizations that might be labeled as truly national. There is the American College Public Relations Association, with 500 members, which serves the colleges and universities of the nation, and there are various public relations groups in different cities—quite a number in New York City, Chicago, Los Angeles and San Francisco. But none of these groups is thought of as having the same national significance as the above three organizations. All three render services to members in several states—the Council in 46.

A member said that, because the proposed merger was of such importance and was discussed only slightly in the President's report, he hoped Dr. Harlow would further enlighten those in attendance on his conference in New York City with the presidents of the other organizations. Full particulars would be appreciated by all present, he was sure. His request for more information was granted.

#### New York Conference

At the invitation of Pendleton Dudley (probably the oldest practicing public relations counsel in the nation, having spent 39 years in the field), said Dr. Harlow, the three presidents met at the University Club in New York. It was suggested that no publicity be given out on what was said in the conference. Whereupon Harlow explained that he had already talked about his trip with Glenn Griswold of the *Public Relations News*, and Robert U. Brown of *Editor and Publisher*, and so they knew of the plan for the presidents to meet. He made one reservation: he said he wanted to send a

letter about his trip to members of the Council before the next annual meeting on May 20, and to report fully at the annual meeting on what was said and done in the conference. Dudley and Meredith agreed to this. (This meant, of course, that after the Council membership meeting, the information on the conference would be public. Hence this full report.)

From the first, the three presidents seemed agreed that to have three national organizations is silly; some way should be found to draw them together. A number of members in each of the organizations would not approve the merger, of course. But that should not keep the presidents from recommending amalgamation and attempting to develop a plan to bring it about.

### Factors Discussed

Various factors involved in such a move were discussed. Where would the combined organization have its headquarters—in New York, Chicago, Washington, San Francisco, or where? Should the merger be made on the basis of memberships? N.A.P.R.C. had 313 members, A.P.R.A., 225, and the Council 630. What about the budgets and incomes of the three organizations? N.A.P.R.C.'s income was about \$6000. A.P.R.A.'s approximately the same, and the Council's above \$25,000. What of requirements for membership? Those of N.A.P.R.C. were fairly stiff; those of A.P.R.A. and the Council were less so. Would there be much duplication in membership? (A later check showed that only about 100 members in N.A.P.R.C. and 25 in A.P.R.A. overlap Council membership.) What kind of administrative setup should be adopted? Should there be the usual board, possibly an advisory group, the usual officers, and a paid executive vice president and staff? What salary should a paid executive receive? Should there be regional offices?

The big question was: Would the mem-

berships of the three organizations approve the amalgamation even if a fair and workable plan could be devised? The three presidents hoped so. They were aware of differences of interests and emphasis represented in the policies and activities of their respective organizations. But these unfavorable factors only meant that more effort and care would be required in effecting the merger. Obviously considerable time would be absorbed in the process; it would be unwise to try to rush things.

### Three Heads Agree

No attempt was made by the presidents to reach a final agreement on anything, except that all would favor and recommend amalgamation to the boards and members of their respective organizations. The conference was carried on throughout in a spirit of cordiality and with a sincere desire to achieve an honest meeting of minds. The formula, suggested by Dr. Harlow and adopted in the beginning, was that the three start with points on which they agreed and if necessary move from them to points on which they disagreed. Fortunately negotiations never got past the points of agreement.

Before leaving New York Dr. Harlow talked with several leaders in N.A.P.R.C. He found all of them echoing the views of Dudley, their president. Sentiment among them appeared to run strongly in favor of amalgamation, although all conceded that gaining official approval of their whole membership for the idea would be no easy task. They pledged their cooperation in helping Dudley win such approval.

### In Washington, D. C.

A similar reaction was encountered by Dr. Harlow when he talked with officials and leaders of A.P.R.A. in Washington. They supported the views of Meredith, their president. While freely predicting substantial opposition to amalgamation, they forecast that, given time and a full

explanation of all the benefits involved, members of A.P.R.A. would come through with an official approval.

This closed Dr. Harlow's report on his conference with the other two presidents. He asked if there was other information he could supply which would be helpful to the members in considering the amalgamation resolution before the meeting. Someone inquired about the letters that had been received from Council members who were unable to attend the annual meeting. Dr. Harlow produced a sheaf of letters from which he read the following excerpts:

#### Excerpts from Letters

*From the Director of Research of a large Trade Association in Los Angeles:* "The planned amalgamation of the various public relations organizations would strengthen the work of all. . . . To merge these organizations would mean the combination of their resources, and the elimination of duplicate expenditures and efforts, and the emergence of a more powerful program than was made possible before."

*From an executive associate of a public relations counseling organization in Chicago:* "I am heartily in favor of the merger, deeming that it is not a sacrifice of a splendid organization such as the American Council, nor even the others, but that it is a major step towards the full realization of a truly great profession. . . . The vanguard of a respected profession is ever linked to a strong group of allies, as evidenced in the instances of medicine, dentistry, and law."

*From the Director of Public Relations of a leading corporation in Boston:* "I feel very strongly that such an amalgamation would be very beneficial and helpful to the future public relations work throughout the country."

*From a Public Relations Counsel in San Diego:* "It seems that the merger between the public relations organizations would be very desirable from every one's

viewpoint. Even within the profession of public relations, the existence of so many organizations is confusing; and it must be even more so to the general public. It certainly dissipates our energies and is an obstruction to the plans of any of the organizations to improve public respect for public relations."

*From the Vice President of a New York Advertising Agency:* "A small group of us members here are unanimously of the opinion that a single organization is desirable. We feel that it would not only be more effective in its activities, but that it would eventually permit a much better control of the acceptance of new members."

*From the Director of Public Relations of a manufacturing company in Des Plaines, Illinois:* "I am very much in favor of an amalgamation of the various associations in the public relations field with a view of developing a strong national association which will represent practitioners in their field on a professional basis."

"Such a national organization should be concerned primarily with the professional development and technical problems of operating a public relations program, exchange of information and a professional code of ethics. I, personally, feel that public relations is being oversold by the various associations, and for that reason any national association should not make an attempt to 'sell' public relations to the public. For a few years we should learn how to be better practitioners and after that has been accomplished we can consider a program of public information and public education on the subject of public relations."

#### Canadian Member Says:

*From the Director of Public Relations of a firm in Toronto, Canada:* "It has long been obvious that some such consolidation of endeavor was highly to be desired and I have anticipated hearing that the move was under way."

*From a Major in the Army Service Forces, Washington, D. C.:* "I am heartily in favor of amalgamation. Certainly one organization with the strength of three can be more effective than three organizations with the strength of one."

*From the President of a National Trade Association in Chicago:* "I thoroughly agree about the desirability of the amalgamation of the Associations. . . . I have found one of the most common criticisms is the overlapping of organizations ostensibly maintained to attain the same objectives. . . . I see no reason why a strong central organization could not, through appropriate divisions or committees, carry on a well rounded, coordinated program which would be even more effective than that which could be carried on by the three Associations operating independently."

#### "Good for America"

*From a Public Relations Consultant in Washington, D. C.:* "I'm of the opinion that a move toward consolidation would be in the right direction. Each of the Public Relations groups has something to contribute and if the idealism of them all can be blended into a common core I believe that good, not only for the craft but for America as a whole, will follow."

*From a Director of Public Relations of a company in Belleville, New Jersey:* "Amalgamation would result in an organization of greater national standing and of increased value to the members. Furthermore, it should tend to reduce the overhead which must have been in a measure, duplicated in separate organizations."

*From the Executive Secretary of a Social Service Organization in Milwaukee:* "Let's merge these organizations. Let's make one strong unit. Let this unit be well financed, so that its administrators are able to carry out their program, and every sphere of human endeavor will profit by such an organization."

*From the Vice President of a large cor-*

*poration in Elkhart, Indiana:* "This sounds like real sense to me as the multiplicity of public relations groups has been confusing and in my opinion seriously reduces their effectiveness."

#### Unanimous Approval

At the conclusion of the free discussion which followed the reading of the above excerpts from the letters, the amalgamation resolution received approval by a unanimous vote. By its adoption the Council goes on record as officially favoring amalgamation in principle. Through its provision for the appointment of Council representatives to confer with representatives of the other two organizations, it suggests machinery that can be used by the three organizations in carrying on merger discussions. At the same time, it protects Council interests by reserving the right to reject any move which will threaten the principles and ideals for which the Council has stood since its inception.

No one, it seems to me, who seriously analyzes the needs and possibilities involved in the proposed amalgamation can fail to hope that the three organizations will be merged. This way lies power, growth and enlarged usefulness. This way lies true progress for public relations, and for all who constructively engage in public relations practice or employ public relations services. Sound public relations for public relations itself dictates such a course.

#### Not a New Development

The present stage of development in connection with the amalgamation is no sudden or new turn of events. Almost from the day, some two years ago, when the American Public Relations Association came into being in Washington, officials of the American Council on Public Relations and those of the National Association of Public Relations Counsel, as well as public relations men and

(Please turn to page 35)



# Meet the Council Officials

Introducing the Officers, Trustees, Legal Counsel, and  
Director of the American Council on Public Relations.

## **VERNE BURNETT**, *Vice President and Trustee*

**PUBLIC RELATIONS COUNSEL, NEW YORK CITY**

**P**UBLIC RELATIONS counsel for several corporations, associations and educational institutions, Mr. Burnett established his firm in New York City in 1944.

Before entering private practice he served for twelve years as Vice President of General Foods Corporation, in charge of public relations. During that period he also was active in counseling various charitable, educational and business groups.

Prior to his work in the food industry, he was Executive Secretary of the Advertising Committee of General Motors Corporation, and Advertising and Publicity

Director of Cadillac Motor Car Co.

He is author of *You and Your Public*, (Harper & Brothers, 1943). He also was a magazine editor in the juvenile and farm fields, a newspaper reporter, and a free lance writer for magazines and syndicates.

A graduate of the University of Michigan (Journalism) in 1917, he entered the United States Army and served for a year in France during World War I.

Mr. Burnett is a board member of the National Association of Public Relations Counsel, Inc., and chairman of its Ethics and Business Practices Committee.

## **EDMUND A. CUNNINGHAM**, *Vice President and Trustee*

**MANAGER, PUBLIC RELATIONS DEPARTMENT, SHELL OIL COMPANY, SAN FRANCISCO**

**B**ORN IN BOSTON, 1903, Mr. Cunningham entered the United States Naval Academy, Annapolis, and graduated in 1924 (B.S.). While there he served as editor of *Reef Points*, managing editor of *The Log*, and on the editorial board of *The Lucky Bag*. Upon graduation he was commissioned Ensign, U. S. Navy, and served afloat until made Commander, U. S. Naval Forces Ashore in Rio Grande, Nicaragua, in 1927.

In 1929 he retired from active naval service and entered the Harvard University Graduate School of Business Administration, where he received the degree of M.B.A. in 1931. That year he became associated with the Shell Oil Company and served in various capacities until

1941, when he was recalled to active duty in the United States Navy. During the war, 1941-1945, as Commander he was Officer-in-Charge and Supervisor and Coordinator of West Coast offices of the Industry Cooperation Division, Office of Procurement and Material, Navy Department. He retired in 1945 with the permanent rank of Commander, U. S. Navy, and assumed his present position with the Shell Oil Company.

He is President of the San Francisco Bay Area Chapter of the Council; member of the Statewide Industrial Committee, California State Chamber of Commerce; and of the Public Relations Subcommittee, Western Oil and Gas Association.



**HAZEL R. FERGUSON, *Trustee***

ASSISTANT TO THE PRESIDENT AND DIRECTOR OF PUBLIC RELATIONS,  
BUTLER BROTHERS, CHICAGO

FROM COPY CLERK in the advertising department to officer of the company, is the business record of Mrs. Ferguson—one of the few women directors of public relations.

She attended Northwestern University and continued her study through extension work. Entering the advertising department of Butler Brothers as copy clerk, she advanced to copywriter at a time when all the firm's business was done by mail. Transferred to the office of the President—to assist in public relations—she subsequently assumed full charge of this activity and developed the firm's

Public Relations Division. She served two years as Secretary of the corporation prior to assuming her present position.

Mrs. Ferguson is the only woman on the Illinois Post War Planning Commission. She was appointed by Governor Dwight S. Green in 1945. She is a member of the Agricultural-Industrial Committee of the Illinois Chamber of Commerce, Vice President of the Chicago Area Chapter of the American Council on Public Relations, and a member of Admissions Committee of the National Association of Public Relations Counsel

**DON E. GILMAN, *Trustee***

EXECUTIVE VICE PRESIDENT, WESTERN OIL AND GAS ASSOCIATION, LOS ANGELES

ONE OF THE PIONEERS of the broadcasting industry, Don E. Gilman, as head of the Western Division of the National Broadcasting Company for 15 years, is largely responsible for the development of Hollywood as a network center. During those years he guided the destinies of both the Red and the Blue Networks of N.B.C. in the western states.

Born in Indianapolis, Indiana, the son of a well-known newspaper man, he came west as a young man. He worked for some time on Pacific Coast newspapers, and served as superintendent of several of the Scripps-McRae publications.

On September 1, 1944, he was appointed to his present position.

During World War I he was Captain in the United States Army.

In 1930 he was named on the Roll of Honor of the twelve "greatest Californians."

He is a member of the All-Year Club, the Advertising Club of Los Angeles, California Club, Los Angeles Country Club, Advertising Federation of America, the San Francisco Commercial Club, and the Bohemian Club of San Francisco. He formerly was president of the Commercial Club of San Francisco and of the Pacific Advertising Clubs Association, vice-president of the Associated Advertising Clubs of the World, and national president of Alpha Delta Sigma. For some years he has been consulting Professor of Business Management in the Stanford University Graduate School of Business.

**REX F. HARLOW, *President and Trustee***

PUBLIC RELATIONS CONSULTANT, SAN FRANCISCO

BORN IN WINFIELD, MO., in 1892, Dr. Harlow holds a B.S. degree from Central State Teachers College, Okla., an A.M. from University of Texas, and an

Ed.D. from Stanford University. From 1937 to 1944 he was a professor of public relations at Stanford University.

For twenty-four years, 1912-1936, he

was director of public relations for Harlow Publishing Company, Oklahoma City; at the same time he served as Secretary-Treasurer (15 years) and Vice President (9 years), and as public relations consultant to numerous business, financial and governmental organizations.

During World War I, before going to France with the 61st Field Artillery, he was director of publicity for the Aircraft Production Board of the Council of National Defense, Washington, D. C.

On March 15, 1939, he founded the American Council on Public Relations,

and has served as its president since. Since 1940 he has been editor of the Harper Series of public relations books. Author of *Public Relations in War and Peace*, and seventeen other books, he is co-author of *Practical Public Relations* (in Press); and Editor, *The Public Relations Journal*.

He is a member of American Academy of Political and Social Sciences, Society for Advancement of Education, American Legion, Phi Delta Kappa, Sigma Delta Chi, and The California Club, Los Angeles.

### **JAMES W. IRWIN, Trustee**

#### **MANAGEMENT CONSULTANT ON PUBLIC AND EMPLOYEE RELATIONS, NEW YORK**

WITH A BACKGROUND as editor of important newspapers in Madison, Wisconsin, Chicago and Denver, and fifteen years experience in public and employee relations, Mr. Irwin entered the field of private counseling in April, 1945. He established an organization with staffs in New York, Chicago and Washington, D. C.

He was director of public and employee relations for six General Motors Corporation major operating divisions. He then became executive assistant to the President and Chairman of the Board of Monsanto Chemical Company. Here, in addition to his general administrative duties,

he was personally responsible for advertising, public relations, publications, industrial and labor relations, and personnel administration activities.

In 1943 he joined the general management of National Dairy Products Corporation, the position he left to enter private practice.

He serves a number of important clients. In the last few years he has spoken before thousands of corporation executives on subjects dealing with management problems. Currently he is co-authoring a book on industrial and public relations, scheduled for publication this year.

### **HOLGAR J. JOHNSON, Trustee**

#### **PRESIDENT, INSTITUTE OF LIFE INSURANCE, NEW YORK CITY**

A NATIVE OF MIDDLETOWN, CONN., Mr. Johnson worked his way through college with a job in the Y.M.C.A., and secured his Bachelor of Arts Degree from the University of Pittsburgh in 1922, delayed by service in the Navy during World War I.

He became an agent for Connecticut Mutual Insurance Company at Pittsburgh in 1922, and assistant superintendent of agencies in 1926. In 1928 he was

appointed general agent for the Penn Mutual. In ten years with this company he built the agency to one of national prominence, increasing the annual business written from a quarter of a million to more than ten million.

In 1939, after serving as President of the National Association of Life Underwriters, he was drafted by the organizers of the Institute of Life Insurance to become its President, a position he holds

today. The Institute of Life Insurance is the public relations organization for the industry.

He has an active interest in education,

particularly teaching life insurance. He holds an honorary degree of LL.D. from Bethany College, West Virginia, and is a director of YMCA, New York City.

**RAYMOND W. MILLER, *Trustee***

**PUBLIC RELATIONS CONSULTANT, WASHINGTON, D. C.**

**A** GRADUATE of San Jose State College, California, 1916, Mr. Miller took additional work at College of the Pacific and University of California. He holds an honorary doctor's degree from St. John's.

A product of the farm, Ray Miller entered the field of public relations in California, 1935, to handle agricultural relations. He founded Agricultural Trade Relations, Inc., to serve his western chain store clients. Through this activity he mobilized the food stores of the nation and brought about national unity between food retailers and producers. Today, with offices in Washington, this organization has become, under Miller's

direction, international in scope.

His public relations activities expanded into business and governmental relations. He now represents a number of important business clients and serves departments of both United States and Canadian Governments. He maintains offices in Washington, D. C., and in Philadelphia, where he serves as President of the American Institute of Cooperation.

He received the 1945 award of the American Council on Public Relations given to "the individual in America contributing most, educationally and scientifically, to public relations during the year."

**SIGVALD NIELSON, *Legal Counsel***

**PARTNER, PILLSBURY, MADISON & SUTRO, SAN FRANCISCO**

**A** NATIVE OF DENMARK, born 1899, Mr. Nielson received his early education "all over the world." He graduated from the University of Alberta, Canada, in 1922 (B.A.); received his LL.B. from the same university in 1924, followed with a J.D. from Stanford University in 1928.

From 1929 to 1935 he was professor of

law at Stanford University. Since he has been practicing law with the firm where he is now a partner. He is recognized as one of the leading authorities on tax laws in the West.

He is a member of the Bohemian Club and the Stock Exchange Club, San Francisco.

**HENRY E. NORTH, *Vice-President and Trustee***

**VICE PRESIDENT, METROPOLITAN LIFE INSURANCE COMPANY, SAN FRANCISCO**

**N**ATIVE OF KANSAS CITY, Kansas, Mr. North moved to New York City in his early youth. After graduation from high school, he studied civil engineering at Brooklyn Polytechnic and later business administration in the Graduate School of Business Administration at Harvard.

He did general engineering work for the city of New York for a time, but he applied for an appointment as an Agent for the Metropolitan in January, 1913.

Except for service abroad as an officer of the United States Army from May, 1917, to July, 1919, his entire subsequent career has been with the Metropolitan, in which he has served in every field capacity, including Agent, Assistant Manager, District Office Manager, Superintendent of Agencies, Third Vice-President, Second Vice-President, and in his present position of Vice-President of the Company.

He is a Director of the Remedial Loan Association of San Francisco, Trustee of

the American College of Life Underwriters, and a member of the San Francisco Life Underwriters Association; President of the San Francisco Chapter of the National Safety Council, a Director of the National Safety Council, and

a member of both the Chamber of Commerce of San Francisco, and the State Chamber of Commerce; a member of the Pacific Union Club, and the San Francisco Golf Club.

**JOHN E. PICKETT, Secretary-Treasurer and Trustee**  
EDITOR, PACIFIC RURAL PRESS, SAN FRANCISCO

**A** MISSOURIAN (1885), Mr. Pickett took agricultural training at the University of Missouri, 1905-07. He became editor, Carthage (Mo.) *Democrat*, 1907-08; reporter, Carthage *Press*, 1909; editor of the *Daily News*, Princeton, Missouri, 1911-12; reporter for the daily and Sunday *Kansas City Star*, 1913-15; editor, *Weekly Kansas City Star*, 1916.

He departed from the newspaper field and associated himself with Curtis Publishing Company as editor of *The Country Gentleman* and for a period, managing editor of *Ladies Home Journal*.

In 1924, he came to California where he became President, Pacific Rural Press Company and editor of the *Pacific Rural Press*, the oldest and largest farm paper in the West. He is the most widely quoted editor in California.

He is an honorary member of Sigma Delta Chi and Phi Delta Epsilon, and Vice President and Chairman of the Agricultural Committee, San Francisco Chamber of Commerce, and a member of the Agricultural Committee of the Los Angeles Chamber of Commerce.

**FRANK J. REAGAN, Trustee**

VICE PRESIDENT, THE PACIFIC TELEPHONE AND TELEGRAPH COMPANY, SAN FRANCISCO

**B**ORN IN NATICK, Massachusetts, (1883) Mr. Reagan received his education at Phillips Andover Academy and Dartmouth College, 1909.

He started his career with the New England Telephone and Telegraph Company in 1909 and came to the Pacific Telephone and Telegraph Company in 1910. He was General Traffic Supervisor until 1920, when he became Division Traffic Manager. During 1925-1926 he was General Traffic Manager for Up-

state, New York, New York Telephone Company, returning to the Pacific Telephone and Telegraph Company as General Commercial Manager in 1926. He became Assistant to the President in 1928 and Vice President a year later.

Mr. Reagan is a Director of Californians, Inc., California War Chest, California Seniors' Golf Association; President of the Claremont Country Club and a member of the Pacific Union Club and San Francisco Golf Club.

**VIRGIL L. RANKIN, Director**

PUBLIC RELATIONS CONSULTANT, SAN FRANCISCO

**B**ORN IN UPLANDS, California, 1897, Mr. Rankin graduated from Hollywood High School (1914) and entered the University of Southern California, majoring in journalism. During World War I he served overseas with the U. S. Navy. Following the war he spent two

years in China, Siberia, and Portuguese Macao for Standard Oil Company of New York.

Returning to the United States in 1920, he became display advertising director for Hale Bros., a department store; 1926-28, advertising and sales manager for F.

W. Gross & Sons, women's speciality shops; 1928-35, president of the national advertising agency bearing his name. In 1936 he went to the San Francisco *Examiner* as promotion manager, resigning in 1940 to become advertising and promotion director for Pacific Manifolding Book Company.

He served as Director of the American Council on Public Relations during 1944-

45, resigning in January, 1946, to enter private counseling work. On June 1, he again assumed the position of Director of the Council, retaining at the same time some of his private counseling work. He is managing editor of *The Public Relations Journal*.

A member of the San Francisco Advertising Club and past president of the San Jose Advertising Club.

### CONGER REYNOLDS, Vice-President and Trustee

DIRECTOR OF PUBLIC RELATIONS, STANDARD OIL COMPANY (INDIANA), CHICAGO

**A**N IOWAN and a graduate (Phi Beta Kappa) of its State University. Reporter and special writer, *Des Moines Register and Leader*, 1912-1915; Director of journalism and publicity, University of Iowa, 1915-1917; First Lieutenant, Press Section G.H.Q. staff, Army Expeditionary Forces, 1917-1919.

After demobilization Mr. Reynolds remained in France as managing editor of the Paris edition, *Chicago Tribune*, and assistant director of the Tribune Foreign News Service, 1919-1920. Returning to the United States he was a staff member of the New York *Daily News* until his

appointment in 1922 as Vice Consul of the United States at Halifax, Nova Scotia. In 1924 he was transferred to Stuttgart, Germany, with the rank of Consul.

In September, 1929, he resigned from the Foreign Service to accept the position he now holds. He is one of the organizers and a past president of the Public Relations Clinic of Chicago; a member of the National Association of Public Relations Counsel, the Headline Club of Chicago; Press Veterans Association, Chicago Association of Commerce, Lake Shore Club, Sigma Delta Chi and the American Petroleum Institute.

### ORDWAY TEAD, Trustee

EDITOR, SOCIAL AND ECONOMIC BOOKS, HARPER AND BROTHERS, NEW YORK CITY

**A**NATIVE OF SOMERVILLE, Mass., (1891), Ordway Tead graduated from Latin High School of that city in 1908, received his A.B. from Amherst College, 1912, LL.D. from St. Lawrence University, 1939, and L.H.D. from Amherst College, 1942. He was a Fellow, Amherst College at South End House, Boston, 1912-14.

In 1915, he became a member of the firm of Valentine, Tead and Gregg, industrial consultants. In 1917 he joined the Bureau of Industrial Research, New York City. During World War I he was in charge of the War Emergency Employ-

ment Management Courses of the War Department at Columbia University where he also was a lecturer on personnel administration.

In 1920, he became Director of Business Publications for McGraw-Hill Book Company, a position he held until 1925, when he became editor of *Economic Books* for Harper and Bros. and a director of the firm.

He is Chairman of the Board of Higher Education of New York City; Chairman, Publications Committee, National Council of Y.M.C.A.'s; Chairman, Public Affairs Committee, and Chairman Board of

Trustees, Briarcliff Junior College. He is a member of the American Economic Association, American Academy of Political and Social Sciences, American Association for Labor Legislation, American

Management Association, and others. He is author of numerous books, among which are *Human Nature and Management*, 1933, *The Art of Leadership*, 1935, *New Adventures in Democracy*, 1939.

#### **EDGAR A. WAITE, Trustee**

**MANAGER, PUBLIC RELATIONS DEPT., STANDARD OF CALIFORNIA, SAN FRANCISCO**

**B**ORN IN BROKEN BOW, Nebraska (October 13, 1893), his early schooling was in Hutchinson, Kansas. Early—while editor of the high school annual and associate editor of the school paper—he conceived the idea of a journalistic career.

His first job was as a reporter on the St. Charles, Missouri *Banner-News*. He was then eighteen. Within the year he graduated to the city desk. Then the West called: At nineteen he entered the University of California at Berkeley.

The Fourth Estate again beckoned and he returned to newspaper work in San Francisco where he "covered" the 1915 World's Fair. For the next fifteen years he did newspaper and magazine writing

and editing in San Francisco, Los Angeles and New York. In 1930 he became advertising and publicity director of the Roxy Theatre in New York, and in '32 affiliated with the Benton and Bowles advertising agency as publicity director.

Late in 1935 Mr. Waite joined Lord & Thomas advertising agency; in 1937 became vice president of the public relations firm of Braun and Company, the position he resigned in January, 1943, to accept his present work with Standard of California.

He is a member of the San Francisco Press Club and Bohemian Club of San Francisco; California Club and Los Angeles Athletic Club.

#### **RAY B. WISER, Trustee**

**PRESIDENT, CALIFORNIA FARM BUREAU FEDERATION, BERKELEY**

**B**ORN IN IOWA, Ray Wisner came to California at an early age. At the University of California, while majoring in Agricultural Engineering, he developed the new Wisner Canning Cling Peach.

As a farm boy he first became interested in farm bureau work through enrollment in 4-H Club work. Ever since he has strongly supported the 4-H Club movement and holds honorary membership in, and has been given the Master Farm Award from, the Future Farmers of America.

In 1921 he joined a Farm Center in Butte County. Successively he was Chairman, State Delegate, President of the County Farm Bureau, Member of the Board of Directors and State Vice President of the California Farm Bureau Fed-

eration. In 1937 he became the sixth President of the State Federation, and has been president since. In addition to his farm bureau activity, he operates farms in Butte and Sutter Counties, California, and finds time to serve on many boards and committees. He is a board member, California State Compensation Insurance Fund, and of World Trade Center, Inc., of San Francisco; a member of the Agricultural Committees of the San Francisco, Los Angeles and California State Chambers of Commerce, serves on the Administrative Board of the Council of Churches of California and Nevada, is a member of the Rotary Club and the Commonwealth Club of California, and others.



# We Are Newsmen Too!

By PAUL O. RIDINGS

President, Ridings & Ferris, Inc., Chicago

OBVIOUSLY, public relations in its new and broadest concept includes activities outside of the news field—matters of relations with labor, employees, stockholders, consumers, community and other groups. Public relations focuses attention and brings action throughout a broad range of activities concerned with public opinion, including fact finding and research studies to determine exactly what public opinion is.

But here I am concerned only with our function as newsmen. That covers both our judgment of news and its preparation and our relations with editors whose publications offer the most potent single tool with which to reach public opinion.

It is through the columns of the various publications of the Fourth Estate—news-papers, magazines, trade papers, and other types of media—that we have the opportunity to tell the stories of our employers or clients. No secret magic formula places publicity in the columns of any of these various media. There is no automatic "Open Sesame" which gets material—whether it be prepared by a writer working for a publisher or reporter employed by a news source—into print.

The basis of the modern publicity profession lies in the simple fact that no news medium—whether it be country weekly, metropolitan daily, feature magazine or trade publication—can possibly maintain a large enough staff to "cover" all the personalities, institutions, firms, associations, and activities which may provide copy of interest to readers. The *New York Journal of Commerce*, for example, has only one correspondent to cover the huge financial and commercial field which comprises the metropolitan Chicago area and the great Midwest.

Or to indicate the "shortage" of cover-

age another way, consider the fact that there are fourteen major accredited colleges and universities in Greater Chicago, and yet only one of its six dailies has an education editor *per se*, and none of the six actually covers colleges and universities as it does the city hall and county courthouse.

In the trade paper and feature magazine field conditions are even more acute. The actual fulltime editorial staff of *Industrial Marketing* consists of an editor, assistant, and a limited number of correspondents. The Fourth Estate's own paper, *Editor and Publisher*, has approximately a dozen fulltime editorial employees to report the activities of the nation's 1700 dailies and 13,000 weeklies, its three major press associations and 450 other syndicates and press groups, and its 1800 advertising agencies.

In every case, it is obvious that the necessarily limited editorial staffs cannot possibly cover *everything*—and when they receive usable news material from outside sources, it is welcome. And it is *publicity*, be it written by an organized publicity department or not. To be sure, all publications do establish adequate coverage of all their important and regular news sources. However, the great majority of those for whom we publicists work cannot expect such coverage. In addition, those who can expect it often augment it and insure better coverage by employing publicists.

This, then, is the starting point and basis of publicity—providing proper coverage of our employers' or clients' activities, coverage which otherwise they probably would not receive. After we've found news of interest and written it, we release it to the proper editors, and let nature take its course.



If we are competent newsmen, the copy we provide will be of interest to the editors, and it will be printed. If not, nothing can save our copy from suffering a sure demise in editors' execution chambers, their oh-so-expensive waste-baskets.

The news which we provide is often that which publications could not—or would not—afford to dig out by their own efforts. I can think of no examples more pertinent than many of the scientific stories which we of the news bureau handled for Illinois Institute of Technology and its Armour Research Foundation and Institute of Gas Technology. It wasn't uncommon to spend days, even weeks, to turn out a story that merited only a few paragraphs in the Chicago press. Imagine what a hard-boiled editor would have to say about such limited production were he paying our salary—it would be a coverage luxury that he could ill afford, at least, not very often. But to those who wish their story told to the public, it is a worthwhile expenditure to invest in having their activities covered and studied until the various aspects which will make them pertinent news copy are discovered, then presented in proper news format (and this topic alone could provide adequate material for another article, for having been an editor on the receiving end of publicity copy, I know only too well that much of it looks as if many publicists do not even know the simple rules for preparing news copy—how can they then be expected to know news?)

#### **Like Newspaper's Stringers**

We publicists are in a position somewhat parallel to that of a newspaper's "stringers." Like stringers, we cover a specified area. Like stringers, we dig out all the news possible from that area. Like stringers, the space accorded us depends entirely on our ability to provide editors with copy which they will wish to print.

Besides being careful to practice a policy of full disclosure, a publicist who

wishes to earn the faith of the editors he serves must be just as careful not to become a barrier between his employer or client and the press. He should not seek to become a sole mouthpiece. Rather, as a newsman, he should seek to educate his principals so that they know how to receive and cooperate with other newsmen. He should help editors, reporters and photographers in every way possible—arranging interviews when desired, furnishing additional or background information for such appointments, acting as a "clearing house" for all needed data. His motive in such liaison work should be one solely of service, and his news consciousness should enable him to aid rather than obstruct an editor's free access to all desired information.

#### **Pointless Publicity**

It is a simple matter to take a newspaper directory or a trade paper registry, write out an addressograph plate for all media listed, and send releases blindly, "blanket style." Some publicists do operate in that manner. And, admittedly, they occasionally receive clippings from a few widely-scattered media. But infinitely more often, their releases end in editors' wastebaskets instead of in the columns of their newspapers. Blanket mailings of releases not only damage the reputation of the publicists who offend in this manner but they turn editors against all publicity. So many pointless publicity mailings—the senders of which fail to qualify as newsmen—still deluge the desks of all editors that it makes the daily stacks seem almost insurmountable. To earn completely the title of newsmen, the publicist needs to adopt what I like to call the staff correspondent attitude, sending his releases only to editors that he knows will be interested in them.

In doing a job as "staff correspondents"—reporters in the employ of news sources—we publicists of today have the opportunity to prove that we are newsmen, too!

# INDUSTRY

## CASTS ITS LOT WITH PUBLIC RELATIONS

American Business and Industry in the past have called upon financiers, lawyers, production specialists, engineers and salesmen to pull them out of the mire at critical periods. Now the public relations-minded executive gets his chance to pedal the management cycle.

By L. RICHARD GUYLAY

Public Relations Consultant, New York City

**F**ORTY YEARS AGO when John H. Wright started his Jamestown (N. Y.) Telephone Corp. with six subscribers, and a tiny switchboard in the back of a drug store, the problem of keeping his relations with the public on an even keel were comparatively simple. He had no stockholder problems to solve; his worries over employee welfare were limited to one person—John H. Wright; big-scale financial and governmental puzzles were as remote as television, frozen foods and trouble with the Russians. His only chore was getting more customers.

Today, Jamestown Telephone has grown into a \$3,000,000 company handling 500,000 calls a year. It has weathered such notable incidents as 1) the famed toll case where the U. S. Supreme Court Justice Robert Jackson won for the doughty independent over New York Telephone, 2) a wholesale financial re-vamping spearheaded by the lawyer Charles L. Gleaves, who came up from New York to sit in as company vice president.

Jamestown Telephone is but one homespun example of the thousands of big and little U. S. companies which grew up in the half-century of industrial expansion which stemmed from the post-Civil War period, the daring and follies of the Jay Goulds and the Vanderbilts, the strong-man tactics of the Garys, Schwabs, Rockefellers and Harmans. In those earlier days, long-range corporate problems were fluffed away like a sore throat; unnoticed because of the sheer momentum of a young industrial empire going places in a hurry.

But yesterday's growing pains now are reappearing as today's persistent corporate bugaboos. Thus, U. S. management has come to the middle-age spread and finds its troubles no longer merely nettlesome but magnified many times into barriers which must now be cleared if business is to continue to exist on its present basis of profit by volume production. For example, the days when corporation stock was closely-held by management or coupon-clipping families of company founders virtually are gone and have been laid to rest along with memories of the boyish bob and the booming power of Babe Ruth's home run bat. Today 20,000,000 Americans, and people abroad, own U. S. industry through their stock shares. The New York Stock Exchange has compiled statistics on 50 large companies which, since 1929, have seen their stockholder lists double to a 4,000,000 total. This means that the man next door or the fellow who comes to read your light meter is apt to have five shares or so of U. S. Steel and a couple of Anaconda Copper. And he is much prouder of them and more jealous of his rights as a stockholder than many a person who holds 300-share lots all over the Big Board.

What are business and industry doing about staying on speaking terms with these sensitive new stockholders in particular and everyone in general? Industrial giants like General Motors, General Electric, General Foods, U. S. Steel and Standard Oil long have been careful of their stockholder relations, but by and large companies have failed to recognize

the importance of making themselves understood by anyone but customers.

Events since V-J Day in the employee segment of public relations have made it clear that forces other than customers are to be reckoned with in the profitable conduct of business.

Disrupting factors inherent in labor-management relations can find just as fertile ground for development in the realm of community, governmental and stockholder relations. The only encouragement they need is a let-alone policy permitting them to grow by their own noxious standards. Weeding them out after they have too good a start is like grubbing dandelions from the front lawn in August—the operation is successful, but a little late to save the grass.

However, one thought-stopper which has emerged from the current tide of U. S. strikes indicates an unaparalleled recognition of public opinion by both management and labor. Well-meant appeals to general public opinion and to the state and national governments have been used as much as the older techniques of court action and attempts to inflict financial injury. In fact, no past strike period in U. S. economic history has seen such a barrage of newspaper advertising designed to influence public and government opinion.

#### **Public Acceptance First**

This is striking proof that both employee and employer are realizing that neither can hope for victory without first winning public acceptance.

Again citing the stockholder realm: industry's laxity in this area has been capitalized on by antagonists who buy a few shares of stock and then use "ownership" as license to attack the company and further their own interests. Monopoly of discussion periods at past annual meetings of Paramount Pictures, Electric Bond & Share and Gimbel Brothers—to take three varied examples—by this fast-growing management-baiting cult is

adequate evidence of a condition which needs some careful thought.

All this indicates that success in meeting these expanding problems of managements and their workers, stockholders, customers, communities, governments, etc., depends upon the careful adoption and execution of an all-embracing public relations program. Often it is most effective when monitored by an impartial, outside public relations firm—one which can stimulate suitable new ideas, check existing public relations operations and deal with the problems and opportunities objectively, using the firm's internal public relations machinery to execute plans.

#### **On Higher Level**

The impartiality generated by the independent consultant has developed the technique of public relations far above the press agent level of the early days. Now, actual tools, such as opinion surveys, put procedure and results on a measurable basis, understood by management and public alike.

This is a far cry from the beginning days of a John Wright and almost as far from the less-intricate times 15 years ago when public relations was in rompers and emphasis on publicity stunts—like the day when Philadelphia's Edward G. Budd Manufacturing Co., makers of automobile bodies, railway passenger cars, highway trailers, perched an elephant atop one of its all-steel auto bodies to prove its superiority. Today, Budd has a general public relations program, piloted by an outside agency, plus a strategically-located Wall Street office to implement financial portions of the plan.

But if this awareness of relations with *all* the various "publics" is new, it is also a new turn for the nation's management cycle which in its revolutions has brought lawyers, production experts, engineers, financiers and salesmen into focus as the most important men in running individual enterprises. For instance, when Gen-

eral Electric embarked on its first giant sales-getting period, it depended upon Rex Cole, dubbed by some the "World's Greatest Salesman."

### **Production, Legal Skills**

When the cycle called for a crack production man at the top in General Motors to keep its 120 plans humming, GM called in towering William Knudsen. Today, GM's regard for its position in the public mind is all-important. Policies are carefully thought-screened from the public relations standpoint. This is at the insistence of GM's top policy maker, Chairman Alfred P. Sloan, Jr. He perhaps is the most public relations-conscious corporation executive in business today, and has as his right arm in this phase of the company's work Paul Garrett, the GM vice president in charge of public relations.

When the demand was for the legal type of mind at the helm of industry, men like the late Wendel L. Willkie of Commonwealth & Southern, Philip Reed of GE and Irving Olds of U. S. Steel went to the top.

But up and down the land today a new realization has come to some corporations' top commands—that they themselves must lead the way to profitable and friendly relations with the various segments of society important to their firms' success. The management cycle is turning. Public relations is getting its chance to pedal.

### **A Hybrid Operation**

The advent of the public relations-conscious industrial leader is necessarily a hybrid operation. Most of these company presidents or chairmen have hitched their natural public relations tendencies to their particular trade knowledge and have made the two qualities work as a unit. This applies to men such as:

Lewis Brown, president of Johns-Manville; Max Epstein, founder and chairman of the transportation industry's

unique General American Transportation Corp.; President James Adams of Standard Brands.

Clarence J. ("Jack") Rease, the sunny, gum-chewing president of Continental Motors (Muskegon and Detroit, Mich.), has combined his natural affinity for people with a firm hand on cost-cutting and production.

Chairman Raymond J. Morfa of the Missouri-Kansas-Texas Railroad, who learned the value of happy stockholders in his proxy-hustling days for the railroading Van Sweringen brothers and later as a liaison man for Alleghany Corporation Chairman Robert R. Young.

Willard F. Rockwell, who uses his personality and some shrewd financial sides to guide the destinies of 14 companies, including Rockwell Manufacturing, Timken Detroit Axle, Hupp Motor Car.

A. C. Spurr, president of Monongahela Power—one of 119 American Water Works affiliates—who has won more friends and influenced more people than almost any man in West Virginia.

### **Vice Presidents for P. R.**

The public relations touch in its purest form in current top management is in the post specifically designated "Vice President in charge of . . ." Good examples are legion, but a representative quartet from a variety of fields sounds like this:

*Transportation*—Paul Garrett of General Motors.

*Finance*—Paul Williams of Commercial Credit Corp.

*Railroad Equipment*—Charles J. Hardy, Jr., of American Car & Foundry.

*Sports*—Ned Irish of the Madison Square Garden Corp.

And the man who is the living example of those who reason that industrial and public relations should have the same master is Cyrus S. Ching, vice president in charge of both at U. S. Rubber.

A triumph of recent months—for the boosters of public relations in management—is the appointment of Joseph L.

Egan to succeed A. N. Williams as president of the \$334,363,000 Western Union Telegraph Co. Egan stepped directly from the vice presidency in charge of public relations to the presidency upon Williams' election as board chairman.

The 95-year life span of Western Union itself provides a model case history for the management cycle which spins to the needs of the times. And as public relationist J. L. Egan takes up where predecessors left off he has his work cut out for him. Besides a jittery union to handle and the restoration to its prewar liveliness of the messenger service—60 per cent of Western Union's public contact is through its messengers—there is, among other things, the task of wiping out a corporate deficit of \$5,148,000 incurred through retroactive wage payments.

This turn of the management cycle—to the place where the success of business depends upon how well individual interests are reconciled—emphasizes public relations as the best-equipped medium to solve the complexities.

#### **The Railroad Picture**

The power potential of individual interests never was more forcefully demonstrated than in the current picture of the nation's 135 mainline railroads. If railroad unions get the \$900,000,000 pay raise they seek, the industry will see an estimated 1945 net income of \$300,000,000 dive into a huge deficit. Even with no wage raise, existing operating costs which have climbed \$1 billion since 1940 would impose a deficit of \$255,000,000—highest in railroad history.

The railroads, despite their bang-up wartime job of explaining themselves to the public, now have an even tougher job of persuading their employees not to kill the goose that lays the golden egg and of convincing their customers, and the Interstate Commerce Commission that increased freight rates are justified.

In other spheres, the management pub-

lic relations job is even more rugged. The utilities industry is one, not forgetting the monumental individual job AT&T does on its own account. Besides the lack of any forceful group contact between the industry and the public, utility men still are doing penance under the Utility Act of 1935 which ordered the break-up of public utility holding companies considered monopolistic. This is a case of the industry awakening to the need for good relations with the Government after it was too late.

With government in control of a large segment of today's business, and with government sensitive to public opinion, the deduction follows that business could ease its government troubles by conscientious cultivation of favorable public opinion. This double-barreled truism finds appropriate application in both the utilities field and in the next ones up for comment: insurance and securities.

#### **More Problems**

The ponderous U. S. insurance trade is having to fight for its life because of the Government contention that it is engaged in interstate commerce.

And the \$100 billion securities business—which always will wish it had been fast enough on its feet to set up its own regulatory body before the government stepped in to take the credit with the SEC—is confronted with the pressing need for a spokesman who will factually and verbally elucidate the dangers ahead in the securities markets. The New York Stock Exchange is setting an example on this score which it hopes others will follow.

With opportunities like these on every hand, the public relations profession must now realize that this is the chance to prove itself on its own merits. To do the proving, competent counsels are charting their course by these guide posts:

- 1) *Extinguish the quicky, fire-depart-*

*(Please turn to page 35)*

# Why We Believe:

## —A STUDY IN THE PATHOLOGY OF PUBLIC OPINION

By BEN TRYNNIN

Research Editor, American Council on Public Relations

THOSE WHO ARE INTERESTED in improving group-relations in modern American society, and wish to do it scientifically, are naturally concerned with the causes of public belief, or disbelief, in the several ideas, "facts" and ideologies presented by spokesmen of various groups. The scope of human credulity is something to challenge the curiosity of the most hardened social-psychometrician. A few years ago, Curtis D. MacDougall (a newspaperman) took the time and effort to conduct a research into the phase of public acceptance, and contained his findings in an amusing book of semi-scientific nature, which he entitled *Hoaxes*.<sup>\*</sup> It is must-reading for those of us interested in basic studies of public-opinion characteristics.

MacDougall discovered that there were a number of American men and women (and, for that matter, people of most all nationalities) who believed that baked apples could grow on trees, a farmer would pick hens for market with a vacuum cleaner, a rooster was found to stop a railroad limited, there was a pig who was deaf and dumb, and a certain New England hen laid a red, white and blue egg every July Fourth, and so on. These "discoveries" were said to be made by a Connecticut newspaperman—L. T. Stone—who enjoyed quite an income from disseminating these hoaxes over the presswires to metropolitan editors who published them with their tongues in their cheeks, and incidentally gave much free publicity to Stone's home-town, Winsted, Connecticut.

MacDougall explained the public-acceptance given to these stories on the ground that "belief is natural and pleas-

ant. The child begins by believing everything . . . he has to be taught skepticism."

He did not claim that people believed these stories so much as they did *not* *disbelieve* them. Actually, they were a bit indifferent to the truth, and ignorance and superstition came in to help. The suggestion and prestige of the printed page were contributory factors.

Indifference was the main reason why Stone was able to operate successfully; ignorance and superstition afforded the fertile soil for those who believe in news-stories, like the ones above and those of the Lochness sea-monsters.

Suggestion was excellently demonstrated in the worldwide movement launched by M. Coue, the French psychologist (or wasn't he?)

Prestige is very easily exemplified today by the rise-and-fall of various ideologies emanating from leaders whose rise-and-fall occur regularly with the turning of the pages of the calendar. (In this last regard, the reader is recommended to read another book entitled *American Messiahs*,<sup>\*</sup> written in 1935 about Huey Long, Father Coughlin, Upton Sinclair, and others then in their political heyday).

Primarily, the factors—indifference, ignorance and superstition, suggestion and prestige—influence people to *reject disbelief*. Other factors influence them to more active attitudes, and cause them to *accept belief* in more or less vigorous manner.

*Financial gain* is a powerful motive leading people to believe things in more or less helter-skelter fashion. Obviously, those defrauded by financial racketeers were people whose judgment was blurred

<sup>\*</sup>MacMillan, New York.

<sup>\*</sup>Simon and Schuster, New York.



by dreams of avarice. Technocrats who offer "an income of \$20,000 a year" have found it easy to convince thousands of semi-skilled and even skilled shop mechanics that Utopia is only two steps ahead (and they are still doing so).

*Vanity and conspicuous waste* is a demonstrable motive in the case of those shrewd, appraising business men who spent millions (before the New Deal) acquiring works-of-art later found to be counterfeits. Curiously enough, a few of these hoaxed buyers found it possible to convince themselves of the merit of these paintings even after their spurious origin was revealed. "I like them still," was the stubborn rationalization made. The U. S. Treasury Department has published a finding that, between 1906 and 1934, at least 75 per cent of European "antiques" imported were not genuine. But they satisfied the craving of the American inferiority-complex for some sort of compensation.

#### Another Reason

*Partisanship* is another reason for belief. The credulity which attaches itself so easily to a "whispered rumor" is cited as a common example. James Truslow Adams is quoted as saying: "so long as our politics are primarily concerned with men rather than measures, it is the man who will be attacked . . . [his] character, not ideas. The attack will be planned . . . with reference to the dominant prejudices or standards of the voters to be influenced." Al Smith once turned this device to neat advantage when Ogden Mills lambasted Tammany Hall for its revenue from immoral sources. Smith, the master politician, turned this into a personal attack on his own private morals, and forced Mills to retract and acknowledge Smith to be an ideally perfect "family man" (in the 1928 presidential campaign).

*Provincialism* is still another basis of credence, and anything said or done by a "native son" surpasses anything urged

to the contrary by those who are foreign to the domain. From Moses and Mohammed to Hitler and Stalin, the "chosen people" idea has always met with least resistance. Villages and towns have waged civil-war over the birthplace of celebrities. Los Angeles and San Francisco, St. Paul and Minneapolis have each won the fervent belief of their inhabitants to the effect that each is the center of the Universe (or is it Boston?).

*Prejudices and "pet" theories*—or fanaticism—is an additional source of public acceptance. For a decade after Dr. Cook's exposure, there were many thousands of people who still believed that Peary never reached the Pole. Despite many newspaper attacks, Aimee Semple MacPherson found it possible to increase the spread of her gospel-centers in Southern California, and, even after her death, she holds a tremendous sway in her temples.

*Escapism* is also a key to gullibility. The occasional publication of adventure books—not admitted to be fiction—has been cited to prove this. Joan Lowell's *Cradle of the Deep* is a single illustration. Erich Fromm, in his *Escape from Freedom*,\* has claimed that the latter-day trend toward authoritarianism in various European and Latin-American countries was the result of the effort of individuals to escape from the responsibility of individual thinking and doing. Mussolini's slogan of "the adventurous life" was an appeal to youth suffocated from humdrum living, thirsting for thrill.

#### A Final Condition

*Cultural climate* is a final condition for popular credence. When events change rapidly, ideas may be changed accordingly. During the Industrial Revolution, the soil was fertile for Karl Marx. During the worldwide depression, Hitler found his "lebensraum."

According to MacDougall, the effort of skillful, if misguided molders of opin-

\*Farrar & Reinhart, New York.



ion, has been felt in almost every human field—history, government, religion, science, literature, journalism (and public relations).

Obviously, it is the task and responsibility of the public-relations practitioner to observe closely these pathologies (maladies) of public opinion, in order that he may divert their technics to better purpose, and—where he finds them manipulated by those of unhealthy purpose—to provide an antidote.

Only the truth—as a good public-relations man once preached in the Holy

Land—can really set us free from current, and rife, group-misunderstandings.

Moreover, the public-relations worker can learn much about human nature of value in his work, from carefully studying reactions to hoaxes. Here is a laboratory of rich potentiality for one who depends for his success upon a keen interpretation of what moves people to action. Here the skillful practitioner will find the raw data out of which to fashion his plans and programs along scientific lines—and who in the field doesn't want to do that?

### Industry P. R. Cycle

(Continued from page 32)

*ment public relations technique.* Long-range, careful planning of a program to suit particular needs does the best job.

2) *Public relations is no fair-weather luxury.* Actually, business requires more well-cultivated, but not costly, contacts with the public in lean times than in good.

3) *Get on the offensive.* The defensive type of public relations practiced as a general rule will build up more harmful myths about a company in the public mind than the absence of a program.

4) *Discourage bucket-shop tactics.* The publicity releases peddler who labels his efforts "public relations" puts a black eye on the respectable operator.

The final measure of the public relations tenancy on the industry cycle will be reflected in the benefits it brings to the public. As customers learn that the goods they buy are exactly as represented; as employees begin talking about satisfactory working conditions; as stockholders feel they are getting all the facts and figures to which they are entitled, as the community and government look favorably upon the company's business conduct—management simultaneously will reap its reward and be glad it stopped whistling up a hollow tree when it came to public relations.

### "Greatest Single Need . . ."

(Continued from page 19)

women in general throughout the nation, have been thinking about the desirability of merging these organizations. The subject has been discussed on numerous occasions, both publicly and privately. Much has been written about it in the trade and professional press. Many prominent workers have stepped out in front from time to time in trying to draw the organizations together. But for one reason or another none of these efforts has been quite successful.

It is to be hoped that the present move, of the official heads of the three organizations, will succeed. Its deserves success. Based on unselfish motives, it should bring out the best in the members of all the organizations. It provides for no hurt to any of the organizations. It desires to combine the best philosophies, practices, requirements, and services as well as the physical assets, of all.

If and when amalgamation comes, it is my sincere hope that no one will assume that he is due more credit than any one else for the accomplishment. Only unselfishness can guarantee success during the negotiations among the organizations. And only continued unselfishness will insure success for the combined organization if and when it comes into being.

# THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

## *The Cost of Seventeen Weeks*

WHAT does a strike cost? Workers? Company? Community? Others?

Recently *Factory Management and Maintenance* conducted a survey to find the answers to the foregoing questions. The New Departure ball bearing plant (division of General Motors), and the town of Bristol, Connecticut, served as "guinea pigs" for the test. Town, workers and management were surveyed. The results appear in the May issue of *Factory M & M*:

Company loss ran about \$15 million in sales, and more than \$3 million in maintenance and other costs. Bristol suffered a direct loss of about \$6 million in payroll plus another \$3 million in siphoned-off savings; \$50 thousand paid out for direct relief to a thousand Bristol families, and an estimated 30 per cent of winter business volume. The loss to workers averaged \$880 in wages and \$475 in savings and debts. General Motors states that it will take the workers eight years, with the current increase, to regain what they have lost during the seventeen weeks of idleness.

## *On Labor-Management Committees*

DURING the war, in some 5,000 key war plants, shipyards, mines—employing more than 8,000,000 men and women; big shops and little, with and without unions—labor-management committees functioned with considerable effectiveness. This was particularly true where workers and employers met regularly, deliberately, and with common aim to discuss matters other than wages, hours and grievances.

There is evidence on all sides that here is a management tool that should not be discarded, but refined and used in peacetime operations.

"If there is anything that an alert, aggressive, self-respecting labor group hates," says Frederick Bowes, Jr., public relations director, Pitney-Bowes, Inc., Stamford, Conn., "it is a management 'proposal' which is submitted as a *plan* so completely worked out that there's nothing left for labor to contribute . . ."

Mr. Bowes points out that if labor shares in the preliminary planning there will be many worthwhile dividends, including a feeling of responsibility for the plan's success, and some fine ideas to boot. His firm, at the suggestion of one of the labor members of the labor-management group, changed the name of this committee to "Industrial Relations Council," so that it might appropriately include "white collar" workers not generally identified as "labor."

## *And a Survey for Emphasis*

A FEW weeks ago, Nejelski & Company, management consultants of New York, reported the findings of a survey conducted among top labor and management executives. The object: To determine what might be done to create *rapport* between the two groups. Out of the volume of information obtained these things stand forth prominently: Leaders of both groups do not trust those on the other side; resort to name-calling like "labor racketeers" and "business autocrats"; are not particularly concerned about what the other feels, thinks, sees or hears.

The report indicates that the way out of the impasse lies along the road to "clarification and greater familiarity between both sides." It means that "above all else both sides must have a *day-to-day* common meeting ground at the plant, industry and national levels."

### **An Economic Mirage?**

PROFESSOR Raymond Rodgers, New York University School of Commerce, believes that the estimates of a five-year back log of orders may be an "economic mirage." There are incidents occurring daily which cause many forecasts of a "buyers' strike." "Pent up demand" is being viewed realistically by retailers who—with hundreds of "orders" on hand—finally get delivery of a few washing machines, radios, or other scarce items, and find it necessary to call scores of people who had "ordered" before one is found to accept delivery.

There is a real public relations problem here for both retailers and manufacturers. Prospective buyers are confused; not sure of quality, or that prices are right; not as anxious to trade savings for merchandise as has been forecast. And, now that commodities are beginning to roll, people are remembering the notes they have made in their "Little Black Books"—waiting until they can buy from a "friendly store," or one, at least, where they have not had an unhappy experience.

### **More Than Wages**

"UNIONIZATION and organized unrest are not prevented by the payment of high wages," writes E. F. Burpee, employment relations counsel, in *Editor & Publisher* (May 4). He cites the case of airline pilots who, although paid well above other groups with jobs requiring similar responsibilities, hazards, and qualifications, joined unions and threatened to strike for pay increases from \$13,200 to \$16,000 a year.

"The underpaid," says Burpee, "are apt to be first to shop around for representation by outside agents, but a capable union agent does a lot more than merely secure wage concessions. Employers . . . must think about more than pay and hours if they intend to do the same job done by paid union organizers and business agents."

### **The Public Relations Slant**

SPEAKING before the Advertising & Sales Executive Club of Montreal, Charles LeRoy Whittier, advertising agency vice president, said among other things that while advertising's primary job is to sell goods it has another role. It should contribute to the moral fibre of the public. "Keep it honest," Mr. Whittier says. "All advertising—not 98.6 per cent, but 100 per cent—should make the public feel . . . that it has been guided safely to useful products and helped to make wise purchases." By being an honest and sincere spokesman for business, advertising can best help to preserve our system of free enterprise, Mr. Whittier believes.

### **Through the Supervisors**

A JOB relations program—especially prepared for the use of superintendents, foremen and supervisors—has been prepared by Maple Leaf Milling Company, Toronto, and published in booklet form. It discusses the relationship of men and management, presents many helpful and enterprising methods of dealing with problems in employee relations; deals with background of employees, their health, families, jobs and all the aspects that make up the man. K. F. Wadsworth, general manager for the firm, told the supervisors and foremen: "The continued success of our company, and the prosperity of all of us, is going to depend upon how we get along with the men who work for us. I want our employee relations to be the best, and it is through you that this aim can be accomplished."

### **Award to Radio Program**

THE PUBLIC relations radio program of the Title Insurance and Trust Company, Los Angeles, is the best non-network, sponsored program of an industrial character in the United States, according to the annual award made by the City College of New York last month. The program, "Romance of the Ranchos," is aired over a single Los Angeles station

and, as its name implies, presents a dramatized story of early California days. Evidence of intense listener interest was obtained when the firm offered a booklet, "The Forest and The People." Thousands of requests were received from throughout the firm's entire operating area.

The book, too, is deserving of an award. Entirely original material—compiled and written by W. W. Robinson, T.I.'s director of publicity, and beautifully illustrated by his talented wife—relates the story of the Angeles National Forest, the forest area that is Los Angeles County's backyard.

### **Booby Trap**

THE MIMEOGRAPH machines that are running incessantly, grinding out news(?) releases by the thousands for widespread distribution to editors of the nation may be setting a booby trap for their owners and users. Advertisers—those who *pay* for space—are griping when they see pure pap in the news columns, yet can't buy space "because of the paper shortage."

"Something screwy in the newspaper world," is the way Robert U. Brown, *Editor & Publisher*, reports the advertisers' viewpoint.

Most editors still welcome releases when they contain honest reporting of truly newsworthy events. Pressures, however, are causing many editors to turn thumbs down on *all* distinguishable publicity releases.

### **Three-Point Program**

THE "NEWS FRONT," *Printers' Ink* (May 10), carries an interesting

commentary on management action in times of strikes. It reports a top-flight executive who decries the use of "strike advertising," for the same reasons that have been set forth here in recent months. He advocates an intelligent job of personal selling; recommends, 1) Forget about using paid space to state company views; 2) attend union meeting and invite questions (here he adds that he supposes industrial or legal counsel will advise management to stay in its ivory tower); 3) visit the homes of typical employee union members, meet their wives and families.

He emphasizes that this is a *top* management job and must be performed with honesty and sincerity. It is an obvious public relations approach.

### **Not To Be Laughed Off**

TERMING it "a much needed gadfly," C. B. Larrabee, publisher of *Printers' Ink*, calls attention to Consumers Union and its membership in excess of 100,000 consumers and says "Some of its criticisms have been fair and they have stung. It is good for business to have somebody on the outside telling it about its faults."

Companies whose products have been subject to CU's condemnation, based on "obviously inadequate research," may not agree with Mr. Larrabee. Public relations directors and counselors have long debated whether to "fight"—and expose the issue to millions—or let adverse ratings stand on the confident assumption that the products and services of their companies will disprove the criticisms.

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## **THE MAGIC QUESTION**

*"A trouble shooter in labor relations has an amazing record of getting at the bottom of things. He discovers reasons for trouble that have never been suspected. One simple question produces these almost miraculous results. After he has heard a person's story through he nods his head in understanding agreement, then he says, 'and, in addition to that—?'"*—DONALD A. LAIRD, *Technique of Handling People*.

# Army Air Forces Public Relations

By THOMAS J. BOLE

Major, U. S. Army Air Corps, Washington, D. C.

UNTIL OCTOBER, 1940, the Army Air Corps did not have a public relations program as such, although publicity campaigns had been conducted on several subjects, the most notable being the publicizing of Randolph Field as "The West Point of the Air."

With the beginning of Selective Service in the fall of 1940, an organized plan of public relations was started. Personnel from the newspaper, radio, and advertising professions were brought into the Air Forces, and these men carried out the public relations program during the war.

This program consisted of bringing to the people of the United States a picture of the AAF, particularly as it concerned their husbands and brothers, fathers and sweethearts. This was accomplished by articles in the papers, especially hometown releases; various radio programs, many of which held prominent places on the networks; movies, both shorts and documentaries; periodicals, the most outstanding being *Air Force Magazine*; press tours, special events, and all the other various means so ably employed by professional public relations men.

With the start of demobilization, these public relations men began returning to civilian life. Having learned the vital necessity of good public relations, the Air Forces took immediate steps to train officers who were qualified to do this work, and who desired to remain in the service.

At Orlando, Florida, the AAF School of Public Relations was started in September, 1945. The outstanding public relations men in the Air Forces were sent to Orlando to organize the curriculum that was to be used in the school. In order to get a well rounded program, new men were continually brought to the school so that their ideas might be incorporated

into the course, which was to be of ten weeks' duration.

It is not the intention of the AAF to turn out professional public relations men at the end of ten weeks. They do envisage, however, a nucleus of Army men with a good foundation in public relations who, over the years, can become competent public relations officers.

Concurrent with the plans to have a school of public relations, AAF Headquarters placed the Public Relations Officer on the level of a Special Staff Officer. This means that the Public Relations Officer works directly for the Commanding Officer of his organization and has direct access to him. The PRO attends all staff meetings and advises the Commanding Officer on military policy as it is related to public relations.

The future of public relations in the AAF may be measured by the following statement from General Carl A. Spaatz, Commanding General, Army Air Forces:

"The Army Air Force must have a broad, strong, progressive, intelligent and continuing policy of public relations and information services.

"The public has the right to be informed on the capabilities of the AAF and its state of readiness. At the same time, it must be made continually aware of its responsibility to supply the AAF with the means to accomplish its mission.

"The degree of support given the AAF depends upon the extent to which the public is informed."

The goal of the AAF public relations program is outlined in the following seven points:

- 1) To build and train an effective public relations organization.
- 2) To impress the need for an aggressive, integrated public relations program

on all echelons of command.

3) To win for the AAF the confidence and support of the American public.

4) To indoctrinate the public on AAF objectives.

5) To convince the public of the importance of AAF objectives to permanent peace and security.

6) To tell the story of the men of the AAF.

7) To cultivate favorable media relationships.

The entire public relations program of the AAF, both present and future, is being retarded by the lack of well-qualified personnel. Good news writers and

radio production men are needed. To get men of this high caliber, all personnel in the AAF are being screened. This will take time. In the meanwhile AAF public relations is on a short day-by-day basis.

But public relations in the AAF is here to stay. The best criterion of this is that Lt. General Harold L. George is now Director of Information Services for the AAF. Commanding General of the Air Transport Command during World War II, Gen. George is fully cognizant of public relations in all its phases and is working to the end that public relations in the Army Air Forces will be the best.

### JUST IN CASE

*"Has any man or any party got the guts to exhume the body of freedom and return it revived to our America just-in-case our children and our children's children, should believe that with liberty all else is tolerable and without liberty all else is despicable?"*

—DR. RUTH ALEXANDER, *"Our America"*

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Today Council membership is from coast to coast, and in many Canadian provinces. The Council has become *the world's largest public relations organization*. It continues to devote its attention to the fundamental objectives of scientific research and education in public relations; to helping give character, stability and dignity to the public relations calling.

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Growth of the Council to its present size and influence is evidence of the constructive work it is doing. Present members nominate eligible friends and business associates. These, in turn, become enthusiastic recommenders of the Council to others.

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